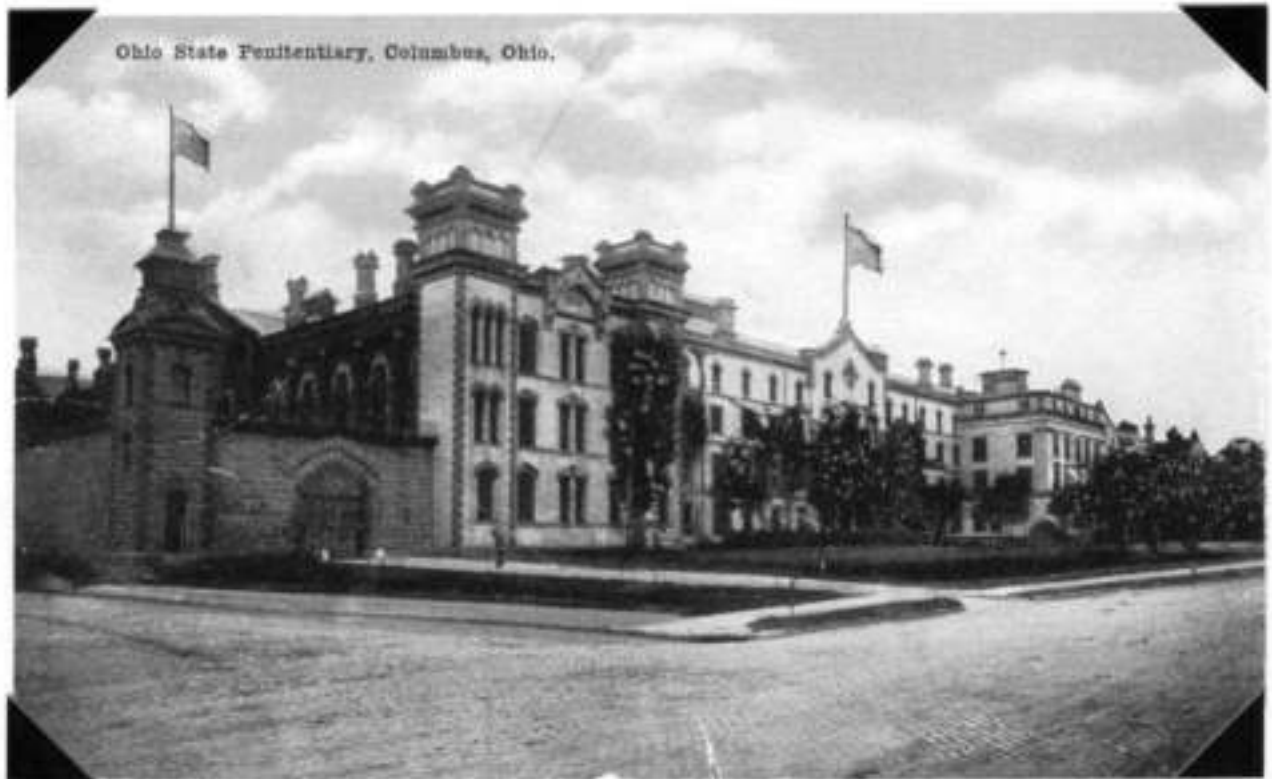


Ohio Department of Rehabilitation and Correction

Three Decades of Progress: A Retrospective of Growth



Bob Taft, Governor
Reginald A. Wilkinson, Ed.D., Director



Ohio Department of Rehabilitation and Correction

Three Decades of Progress: A Retrospective of Growth



This document titled, "Three Decades of Progress: A Retrospective of Growth," was compiled in collaboration by a variety of past and present Department of Rehabilitation and Correction staff. This retrospective is only a brief synopsis of Ohio's correctional history. Many thanks to all those individuals who assisted in preparing this brief look into the past.

The historical events cited in this publication were researched through the Ohio Historical Society and archives of the Ohio Department of Rehabilitation and Correction. Variations in dates can be attributed to the source data used; i.e., legislative authorization date versus construction date, completion date, etc. In some cases, dates are circa.

Bob Taft, Governor
Reginald A. Wilkinson, Ed.D., Director

Ohio Department of Rehabilitation and Correction
Public Information Office
1050 Freeway Drive, North
Columbus, Ohio 43229
<http://www.drc.state.oh.us>



Director Reginald A. Wilkinson, Ed.D.

Dear Reader,

The year 2002, the 30th anniversary of our Department, presented the opportunity to reflect on our history, examine our present, and anticipate our future. Our first thirty years as the Ohio Department of Rehabilitation and Correction (DRC) has mirrored my career.

Although it seemed unimaginable to me that I would still be in this business some thirty years later, my profession has rewarded me immensely.

Not only have I been privileged to help lead this Department, I have had the pleasure of working with every director outlined in this volume: "Three Decades of Progress: A Retrospective of Growth." As I read the section titled, "Continuum of Leadership," and the "Overview of Ohio Prisons," I find myself remembering each era, challenge, obstacle, innovation, and triumph with a great sense of satisfaction.

Our Department was shepherded in its infancy by Director Bennett J. Cooper. Director Cooper was the driving force behind the creation of the Ohio Department of Rehabilitation and Correction as it established itself as a stand-alone state agency. In the course of our formative years, administrative regulations were written, procedures instituted, programs developed, and traditions created.

The 70's brought about many legal challenges for DRC. Director George Denton led the Department through those years with a firm and consistent leadership style.

Director Richard Seiter provided innovative leadership which helped create a new level of professionalism for DRC. The 1980's workforce era characterized exciting new directions for professionalism and expansion. The advent of the Corrections Training Academy (CTA) was the instigating factor for improving our staff training capability. I am grateful for the opportunity to have served as the first superintendent of CTA.

Having a professional, well-trained staff is the key to our success, and CTA continues to be a valuable asset to DRC. Growth in the labor force in the 80's was attributed to a burgeoning offender population.

We expanded and constructed "campus-style" institutions as well as renovating existing structures. Our Department opened nine new institutions and renovated five sites in this decade.



MISSION STATEMENT

The Ohio Department of Rehabilitation and Correction protects Ohio citizens by ensuring effective supervision of adult offenders in environments that are safe, humane and appropriately secure. The Department seeks to instill in offenders an improved sense of responsibility and the ability to become productive citizens.

**FOREWORD**

Director Reginald A. Wilkinson, Ed.D.

2

THREE DECADES OF PROGRESS: A RETROSPECTIVE OF GROWTH

Development of Ohio's Prisons, Parole Board, and Capital Punishment

4

A Thirty-Year Historical Retrospective

8

Chronology of Ohio Prisons

21

Overview of Ohio Prisons

22

Closed Institutions

46

Map of Ohio Prisons

51

Division of Parole and Community Service

52

CONTINUUM OF LEADERSHIP

Bennett J. Cooper, Director, 1972-1975

56

George F. Denton, Director, 1975-1983

57

Richard P. Seiter, Ph.D., Director, 1983-1988

58

George W. Wilson, Director, 1988-1991

59

Reginald A. Wilkinson, Ed.D., Director, 1991-present

60

CHRONICLES

Accomplishments of the Last Decade

62

Vision for the Future

72

Reginald A. Wilkinson, Ed.D.

ACKNOWLEDGEMENTS

73

HISTORICAL TIMELINE

75



Convicts on Way to Ohio State Penitentiary.



Overview of the Ross Correctional Institution (RCI).

RCI was the first "new generation" campus-style prison constructed, 1986.

Former Director George Wilson propelled our Department forward by means of opportunity and regionalization. The concept to categorize the state as two separate and distinct prison regions facilitated an efficient management structure, while offering me a leadership role as Deputy Director of Prisons for the South Region. Tom Stickrath, Deputy Director for the North Region, and I formed an excellent working relationship with our institutions and established an accountability practice still utilized today.

My "era" as Director, or I should say "our" era, has been one of tremendous variety; together we are succeeding with innovative ideas when confronted by obstacles and challenges. In the 1990's we committed ourselves to "zero tolerance" for drugs and fostered community justice while intensifying our community service efforts.

We recognized, rewarded, and supported our quality staff with Gold Star and Excel Awards. QStP and "Back to Basics" led to a standard of continuous improvement. We birthed new philosophies with "re-entry" and "best practices." I am proud of our worthwhile and steadfast enterprises.

Our Department is dynamic. As we advance in this millennium we must continue to evolve. Although our history is rich, our present productive, and our future promising, we will encounter new tribulations and we must rise to meet those challenges with fresh ideas. As we experience a de-emphasized role in our society, the modern-day pioneers of our craft will be required to perform critical and vital services with integrity and professionalism. It is exciting for us to honor our past and visualize the great possibilities of our future.

I hope you enjoy this volume dedicated to our Department's first 30 years as a stand-alone agency. It is a compilation of many parts. In that it was created by a team of many authors, it symbolizes our Department's diverse talents and creativity. We are certainly proud of what we have accomplished together, and we hope that this volume reflects that pride.

Sincerely,

Reginald A. Wilkinson, Ed.D.
Director



Director Reginald A. Wilkinson receives 30-year service pin from Assistant Director Thomas J. Stickrath, 2002.

DEVELOPMENT OF OHIO'S PRISONS, PAROLE BOARD, AND CAPITAL PUNISHMENT

Ohio Prisons

State laws in Ohio from 1788 to 1803 reveal that most laws were adopted from the codes of Pennsylvania, Massachusetts, and Connecticut. A few were modeled from New Jersey, New York, Virginia, and Kentucky. In 1788, the laws included provisions for the establishment of lower courts and for the punishment of crime.

On September 6, 1788, in Marietta, Governor St. Clair, Judge Paisons and Judge Varnon published "A Law Regarding Crime and Punishment." The settlers, who were law-abiding people, felt the necessity of creating laws to suppress crime. The modes of punishment selected were extreme and severe. The sentence utilized the most was punishment by whipping; thus, it may be concluded judges considered it an effective penalty. According to the law the maximum number of "stripes" (lashes) was 39, however, a state law in 1805 increased the number of "stripes" to 59 for robbery and 100 for a second offense. This primitive, New England type of punishment was characteristic of the early territorial period. The "cat-o-nine tails" was used in Ohio's prisons up to 1856.

On December 3, 1811, Governor of Ohio, Jonathan Meigs, made his annual address to the State Legislature in Zanesville. In the course of his speech, he discussed the expediency of establishing a State Prison. This is the first record of an Ohio Governor proposing the state provide a place to incarcerate and punish its criminals.

Governor Meigs defined the purpose of the prison system as safety for the public, reformation of the convict, and an eventual restoration to society. Two months later, on February 14, 1812, the Legislature passed an act initiating the necessary steps to survey and lay out a plot of land in Columbus, Ohio, for the erection of the State Prison.

The penitentiary system was officially introduced in Ohio, with the completion of the prison building (and the passing of a law for the punishment of crime) on January 27, 1815. This was the first statute in Ohio providing for punishment in a penitentiary. Crimes were now punishable by imprisonment. As an example, Section 13 of the new law provided that a person convicted of arson should be imprisoned for a term varying from one to fifteen years.

A wooden stockade (similar to the frontier forts used to guard against hostile Indians) was built to house 60 inmates and was completed in 1815. The first prisoners, brothers Jack and David Evans (convicted of assault and battery with intent to murder and rob) were committed to the penitentiary on August 8, 1815.



The stockade became overcrowded within three years and additional prison buildings were constructed at the same site using inmate labor. The newer prison was to accommodate at least 100 prisoners. These prison buildings opened in 1822 and were used until 1834.

In 1822, the prison was renamed the Ohio Penitentiary (OP) in all business and legal matters. The only discipline provisions at OP were solitary confinement of prisoners, deprivation of tobacco, and loss of privileges. Section 15 of the law gave the "keeper" the power to punish prisoners with solitary confinement if found guilty of assault and battery, cursing,

idleness, negligence of work, willful mismanagement of work, and disobedience. During the detention the inmates were confined in gruesome solitary cells and fed only bread and water. The confinement was not to exceed five days, however, the keeper was given the authority to confine a prisoner to thirty if found guilty of any crime not named in Section 15.

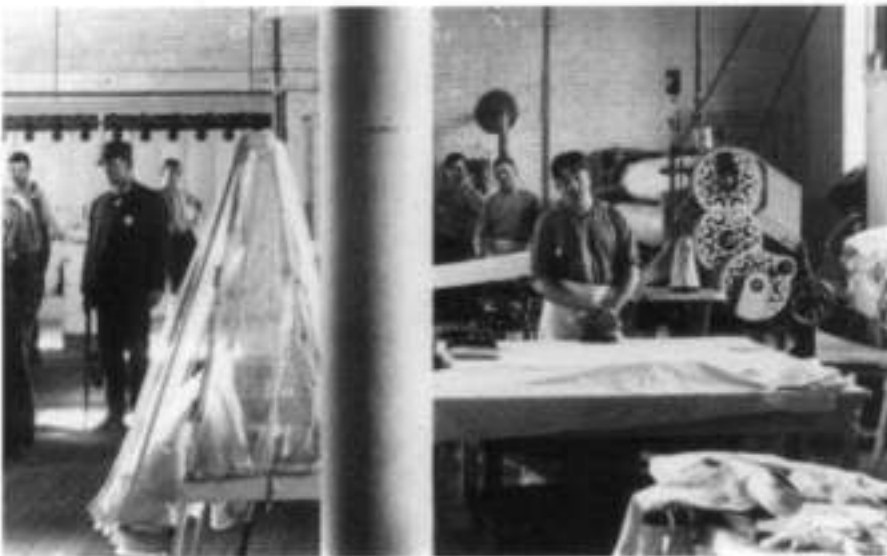
The sentencing trend of this century included judges sentencing newly convicted prisoners to short terms of solitary confinement and/or hard labor upon their arrival at the State Prison. Using inmate labor and money from a bill passed in 1832, the new Ohio Penitentiary was modeled after the Wethersfield prison in Connecticut. The original building had 700 cells and was surrounded by walls 24 feet high. The cost of construction was \$93,370.50.

During the construction of the new penitentiary, two Ohio prison directors visited model prisons in the United States to examine innovations and improvements in prison management and discipline. As a result, the directors formulated a set of rules and regulations covering the duties of the warden, deputy warden, assistants, and the prisoners. This system of management included solitary confinement of prisoners at night and hard labor during the day. There was no communication permitted among prisoners. The rules, with some modification, continued to be strictly enforced from 1834 to 1850. Under this management system, the primary goals were reformation of convicts and the use of prison labor to provide revenue for the state.

Prison officials were concerned with effective modes of discipline as well as convict labor which consisted of manufacturing and working on state accounts. This method was replaced with the contract labor system and convicts were hired out to contractors or large manufacturers in prison workshops. In 1838, the philosophy of Governor Vance was that the Penitentiary was flourishing due in part to profits of the prison exceeding expenses by \$23,000.

From 1839 to 1850, there was growing hostility by the public toward the convict-contract system. In 1839, the Legislature selected a new Board of Directors opposed to the contract labor system. It was later found that convicts were unprofitably employed in public buildings and that inmate wages were not being forwarded to the penitentiary. When a new Board of Directors was elected in 1852, they protested vigorously against the injustice of a system enabling the state to impoverish the prisoners and destroy the credit of the institution. Although perceived negatively by the public, it was realized the Ohio Penitentiary was a substantial source of income for the state.

The history of prisons implies that financial success, rather than the reformation of prisoners, was the first goal of the administration. Although some wardens and officers sympathized with a rehabilitation philosophy, these men were forced to place school instruction and other forms of reformation behind the dollar sign. For many years, the policy of reforming prisoners remained secondary to the policy of using prison labor to yield financial return for the state.



Old photograph of an industrial and educational training program.

During this time the prison system was growing to facilitate the burgeoning prison population and concerns of the citizenry. In 1868, the Board of State Charities proposed the establishment of a farm where young offenders might be segregated and placed apart from the older and more hardened criminals incarcerated at the Ohio Penitentiary.

Following national trends and penal philosophy, young men were taken out of OP beginning September 17, 1896, to be "reformed" with industrial and educational training at the new Ohio State Reformatory (OSR) outside of Mansfield.

With the high walls and gothic towers, the inmates referred to it as "Dracula's Castle." OSR's freestanding cellblock with 6 tiers and 600 cells was the largest in the world. Although construction had taken place for ten years, a special tax on whiskey was passed to

In 1921, the Department of Public Welfare was created and was responsible for the prison system. In 1940, the prison system was established as the Division of Corrections within Public Welfare. The division was officially activated in 1949.



Mansfield, O. Prison Cells, Reformatory.

complete the compound, with the outside perimeter referred to as the "Whiskey Wall." Although OSR was a "reformatory," its castle-like architecture was clearly designed to frighten and intimidate.

When built in 1916, the campus-like design of the Ohio Reformatory for Women (ORW) was aimed at reforming and educating female inmates. Located outside Marysville, the 250-acre compound did not have fence around the perimeter until 1979. A second fence was later added.

Beginning in 1913, the London Prison Farm held honor inmates from OP. In 1921, utilizing prison inmates for labor, a construction project began to expand the London Prison Farm as a branch of OP.

The main building was dedicated in 1924, and the London Prison Farm became a separate entity from the Ohio Penitentiary in 1925. The physical layout, with dormitories (as opposed to cells), allowed much more freedom of inmate movement.



Reformatory for Women, Marysville, Ohio.

The medium security Marion Correctional Institution (MCI) was built to house young male offenders and opened in 1954 as an adult prison.

In 1960, the Lebanon Correctional Institution (LeCI) was opened as a medium security prison consisting of 40 acres within the secured perimeter. Seventeen acres are under one roof. LeCI is based on the "telephone pole" configuration.

The Federal Government began construction of the Chillicothe Correctional Institute in 1928. It was completed in 1936. In 1966, CCI was leased to the state of Ohio. The facility consists of 52 buildings on 72 acres within the perimeter.

On July 12, 1972, the Division of Corrections separated from the Department of Mental Hygiene and became the Department of Rehabilitation and Correction.

Parole Board

The Parole Board was created in 1885 with the first parole granted July 4, 1885. The three members were appointed and served at the pleasure of the Governor. This system continued until 1921 when the Parole Board was abolished. The Division of Probation was recreated in 1925 to supervise released offenders.

On Easter Monday, April 21, 1930, a fire broke out at OP killing 322 inmates. As a result of this tragedy, public attention was focused on prison crowding and the role of the Parole Board. The Ohio Board of Parole, reestablished in 1931, consisted of four members appointed by the Governor, and was placed within the Department of Welfare.

In 1940, the Parole Board was established as a separate agency and the name was changed to the Pardon and Parole Commission. The Commission consisted of three members, politically appointed, serving terms of six years each.

In 1959, the Pardon and Parole Commission was increased to five members. Specific qualifications for the person appointed were now required. The Commission, in 1961, became administratively responsible for the Bureau of Probation and Parole.

On March 18, 1965, the Ohio Parole Board was established as a section within the Adult Parole Authority, where it remains today. The Parole Board was increased to seven members, now requiring classified civil service employees meeting qualifications listed in Section 5149.10 of the Ohio Revised Code.

Capital Punishment

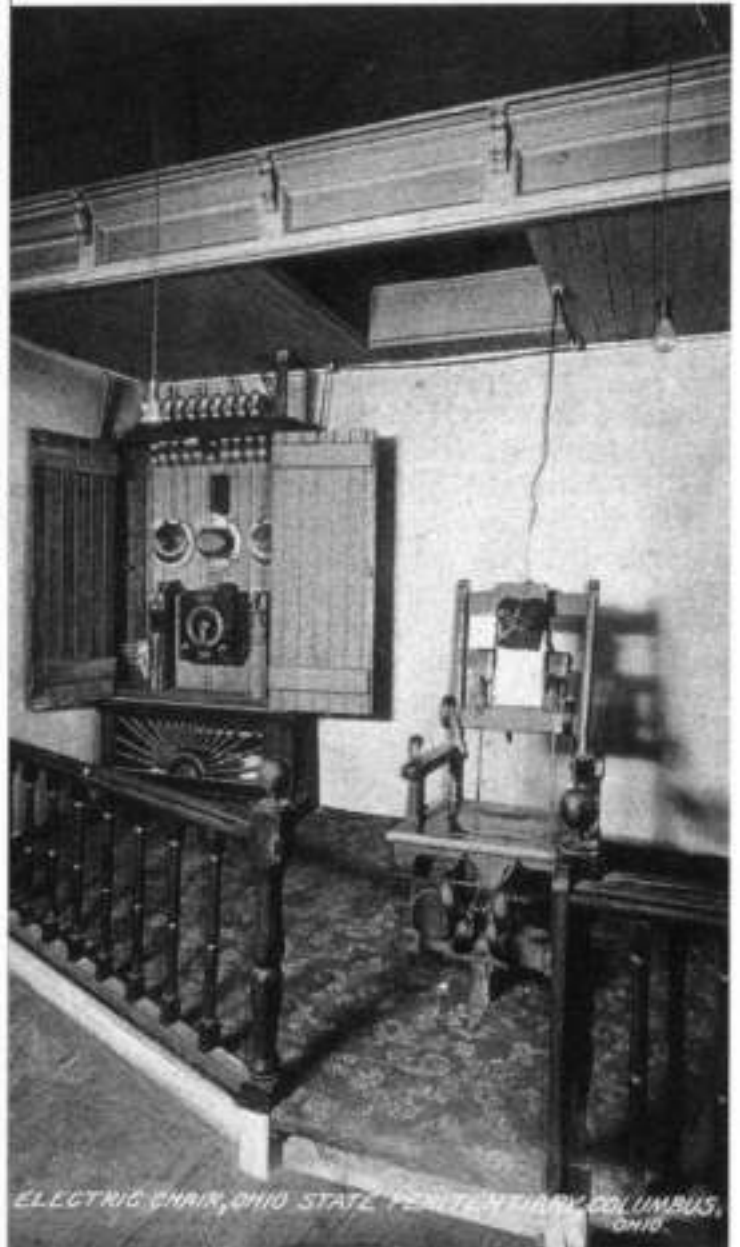
The history of capital punishment in Ohio begins from statehood in 1803. Public executions by hanging were held in the county in which the crime occurred.

Beginning in 1885, executions were carried out at the Ohio Penitentiary by hanging from the gallows. The first was on July 31, 1885, as 56-year-old Valentine Wagner from Morrow County was executed.

There were a total of 28 executions by hanging at the Ohio Penitentiary. The youngest was Otto Lueth, a 16-year-old from Cuyahoga County. Michael McDonough, a 59-year-old from Harden County, was the oldest person executed at the OP. Of the 28 hang-

ings, 25 of the individuals were white and 3 were black. Hanging ceased to be the form of official execution on April 29, 1896, when William Paul went to the gallows.

The electric chair was installed in 1897. It was considered a more technologically advanced and humane form of execution.



Seventeen-year-old William Haas was the first person electrocuted, followed by 311 men and 3 women over the next 67 years. Of the 315 electrocutions, 195 individuals were white, 119 black and 1 oriental. The last electrocution took place on March 15, 1963.

A THIRTY-YEAR HISTORICAL RETROSPECTIVE (1972-2002)

1972

The Ohio Department of Rehabilitation and Correction (DRC) was established pursuant to H.B. 494 of the 109th General Assembly and effective as a state agency on July 12, 1972. Governor John J. Gilligan appointed Mr. Bennett J. Cooper as Director. Mr. Cooper began his career in 1957 as the Chief Psychologist at the Ohio State Reformatory. While at the Ohio State Reformatory, he served as the Associate Superintendent of Treatment and the Superintendent of the Institution. Mr. Cooper was the first African American Director of Corrections in the nation.

The seven prisons in existence were: Chillicothe Correctional Institute (CCI), Ohio Reformatory for Women (ORW), Lebanon Correctional Institution (LeCI), London Correctional Institution (LoCI), Marion Correctional Institution (MCI), Ohio Penitentiary (OP), and the Ohio State Reformatory (OSR).

In the first year of the Department, 8,992 inmates were incarcerated in seven institutions. The Adult Parole Authority (APA) supervised 8,000 offenders. DRC employed 3,269 staff.

Linda Bolin became the first woman to work "within the walls" at OSR. Within psychiatric services she met "face to face" with inmates on a daily basis. She was required to wear pants to work and have a male staff person escort her when leaving the assigned area.

The Division of Parole and Community Services (DPCS) was established within DRC.

House Bill 494 also permitted DRC to select the parent institution of an offender rather than a court determination of placement.

The Adult Parole Authority implemented Project "Ex-Offenders as Parole Officer Aides" by using former successful parolees to assist Parole Officers with current offenders.

The Southern Ohio Correctional Facility (SOCF) opened in Lucasville, Ohio, as the first adult male, maximum-security prison in the State of Ohio.

House Bill 1170 went into effect providing for the Attorney General to legally defend DRC employees in civil actions arising from acts committed within the scope of their employment.



The Office of Correctional Ombudsman was created to provide a responsive action to inmate grievances and complaints as well as resolution of staff questions. DRC was the first in the nation to establish this program. During its existence, former offenders staffed this office.

The Supreme Court in Morrissey vs. Brewer extended due process protections to offenders in parole revocation proceedings.

Supreme Court ruled death penalty statutes nationwide unconstitutional.

Adult Parole Authority opened the first community reintegration center in the nation as an alternative to returning a parole violator to prison. The facility utilized treatment and community involvement to aid the offender in continuing adjustment.

The Ohio Corrections Academy, located on the grounds of the CCI, was opened.

The first "Communicator" was published with the goal of providing accurate information to staff.

1973

The Adult Parole Authority opened the first state owned and operated community correctional center in Cincinnati. "Villa Hope" was designed to serve as a residential center for furloughees (inmates) on work or school release. In addition, the facility also operated as a shelter for probationers and a court diversion program for certain offenders.

Education Programs formalized when DRC developed, through the Ohio Department of Education its own state chartered "Ohio Central School System" to oversee all educational programs within DRC.

The school district charter included eight schools at Chillicothe Correctional Institute, Lebanon Correctional Institution, London Correctional Institution, Marion Correctional Institution, Ohio Reformatory for Women, Ohio State Reformatory, Southern Ohio Correctional Facility, and the Correctional Medical Center (formerly OP).

Prison guards Arthur Sprouse and Gary Underwood killed in the line of duty at the Southern Ohio Correctional Facility.

SOCF was the first prison in the state to offer a culinary arts program. The course was provided by Hocking Technical College and inmates could earn an Associates degree.

The name and the mission of the Ohio Penitentiary was changed to the Correctional Medical Center.

Electric chair moved from the Correctional Medical Center (formerly OP) to SOCF.

1974

Shock parole law (parallel to shock probation) went into effect. The Parole Board was given the authority to grant shock parole releases to first time offenders after serving six months of confinement. The concept was to deter further criminal behavior by

shocking an offender with a dose of prison life. House Bill 511 went into effect establishing the penitentiary and reformatory concept. First time offenders between the ages of 18 and 25 were sentenced to the Reformatory and received an "R" number and felons over 25 were sentenced to the Penitentiary and received an "A" or "adult" number.

The 110th General Assembly finalized House Bill 217 authorizing DRC to release non-dangerous, trustworthy inmates on furlough for up to seven days. These furloughs allowed for family visitation, and opportunities to pursue employment, locate a residence, arrange parole plans, visit a dying relative, or attend a funeral.

House Bill 299 authorized Hearing Officers to assist Parole Board Members due to the tremendous number of hearings required by statute.

Ohio State Reformatory and former inmate Gates Brown, outfielder for the Detroit Tigers, were subjects of a television show entitled "The Baseball World of Joe Garagiola" on NBC.

Supreme Court finds the revised Ohio Death Penalty statutes unconstitutional. The court ruled the law did not permit those charged enough latitude to present evidence mitigating the death sentence.



1975

Governor James A. Rhodes appointed George F. Denton, Chief of Adult Parole Authority, Director of DRC. Denton began his career as a parole officer in 1948. He also served as Director of Parole Services and as the Assistant Commissioner of the Indiana Department of Rehabilitation and Correction.

The Ohio General Assembly established the Court of Claims providing a forum in which law suits could be filed against state agencies. Prior to this legislation, state agencies were not subject to litigation.

Grievance procedures revised providing for resident liaison officers responsible for investigating and resolving inmate grievances. The Office of Correctional Ombudsman was eliminated as a result of this new practice.

Central Office relocated from 1944 Morse Road to 1050 Freeway Drive, North. Involved in the transfer were the offices of Director George Denton, Institutional Services, Administration, Fiscal Operations, Classification, and Research.

Inmate participated in first home furlough program when granted a 48 hour leave from the institution to visit family.

Parole Aid program received Law Enforcement Assistance Administration (LEAA) recognition. The 1972 APA program to hire ex-offenders as parole officer aides was designated as an "exemplary project" by the National Institution of Law Enforcement and Criminal Justice.

The inmate population for calendar year 1975 was 11,413 with 7,296 new commitments, exhibiting the largest growth rate since 1950. Double bunking in cells initiated at Lebanon and Lucasville.

A Special Master appointed by U.S. District Court in case of *Taylor vs. Perini*. The first report indicates, "No effective grievance procedure maintained to process complaints related to racial discrimination, harassment, intimidation, or insult."

1976

House Bill 155 passed implementing a new employee classification system and pay scale.

Inmate population reached 12,060, and the Ohio General Assembly budgets \$250 million for the construction of new prisons.

Bureau of Adult Detention (BAD) was created within DRC to establish minimum standards for jails.

Findings of a special committee established in 1976 made recommendations for implementation of the inmate grievance procedure. As a result of these recommendations the position of Institutional Inspector established to administer the grievance process. This office was assigned the task to investigate and respond to individual grievances from inmates and inspect institutional services provided to offenders.

Male reception process transferred from the Chillicothe Correctional Institute to the newly named Corrections Medical Reception Center (formerly OP) to ease overcrowding.

Each prison organized Institutional Citizen Councils to develop stronger ties between the facility and the surrounding communities.

1977

DRC training classes moved to the Ohio Peace Officers Training Academy in London.

Disturbance control teams from London Correctional Institution and Lebanon Correctional Institution join the staff at the Ohio Reformatory for Women to quell a disturbance at the female institution.

Senate Bill 4 went into effect requiring political subdivisions to file an Affirmative Action Progress Report with the Ohio Civil Rights Commission citing employee race, gender, and salary information in the eight Equal Employment Opportunity Commission (EEOC) job categories.

1978

The U.S. Supreme Court abolished the Ohio Death Penalty. The sentences of the 100 men and women on death row were commuted to life.

The U.S. Supreme Court reaffirmed that public and news media have no constitutional right to demand admission to institutions. The court clearly supported across-the-board limitations on public access.

Title of "Prison Guard" changed to "Correction Officer." The new title encompassed the diverse duties carried out daily by correction officers, including but not limited to, supervision of inmates.

Tentative agreement reached in Taylor vs. Perini. DRC agreed to adopt numerous measures including: procedures for legal mail, inmate assistance in the preparation of legal materials, law library contents, legal packs, incoming mail, publication of an inmate conduct manual, placement in segregation, job assignments, appropriate supervision, establishes the position of Institutional Inspector, and establishes a formal grievance procedure.

Marion Correctional Institution established the first Red Cross Branch located in an institution. In the first year the branch established inmate response teams for housing and recreational areas.

The Ohio House of Representatives voted to restore Ohio's Death Penalty. This effort did not pass constitutional standards and was later rewritten.

Federal grants used to develop local programs to reduce the prison population. Lucas and Montgomery Counties develop programs providing supervision/training for non-violent, convicted felons.

1979

The American Correctional Association (ACA) revamped its magazine "ACA Journal" as "Corrections Today" and featured a December 1978 article from "The Communicator" concerning Ohio's rapidly increasing prison population.

First fence erected at the Ohio Reformatory for Women. The fence was ten feet high with three rows of barbed wire.

Parole Officer Robert A. White killed in the line of duty. The name of the Corrections Medical Center (formerly OP) changed to the Columbus Correctional Facility.

As a result of Stewart vs. Rhodes, a Consent Decree was signed among DRC, the American Civil Liberties



Union, and the U.S. Department of Justice to improve various conditions and implement a phased withdrawal of inmates from the Columbus Correctional Facility (formerly OP) over a period of three years from 1980 to 1983. The facility scheduled to close in 1983. There were no findings of liability against DRC.

The Unified Ohio Corrections Master Plan was completed focusing on alternatives to imprisonment such as regional sentencing facilities, community correctional centers, and other subsidies for county programs to ease crowding.

1980

The Women's Correctional Admissions Center (WCAC) opened on the grounds of the Central Ohio Psychiatric Hospital. Female inmates participated in a five to six week reception process and upon completion were transferred to the Ohio Reformatory for Women.

The Fairfield School for Boys was acquired and renovated by DRC to house adult reformatory inmates. Originally named the Southeastern Ohio Training Center, the facility is now known as Southeastern Correctional Institution (SCI).

London Correctional Institution's brush factory fire causes \$750,000 to \$1 million in damages. No injuries were sustained by staff or inmates.

Bonafide Occupational Qualification (BFOQ) upheld by United States Supreme Court in Dothard vs. Rawlison. The court rejected arguments concerning height and weight requirements for correction officers; however, it affirmed that the presence of women correction officers in certain areas of the institution would infringe upon the privacy of male prisoners.

"National Geographic Magazine" assigned a writer/photographer to tour Marion Correctional Institution to cover the Red Cross Branch located at the institution. The magazine was featuring an article on the first 100 years of the Red Cross in honor of its centennial.

House Bill 204 passed in the 113th General Assembly establishing "The Community Corrections Act" which appropriated funds to DRC for the development of community corrections programs.

Passage of House Bill 1033 allocated \$2.1 million for site selection, acquisition, architectural drawing, and engineering studies for five new institutions to be constructed throughout the state. This legislation also provided for the purchase of the Chillicothe Correctional Institute from the Federal Government.

1981

The U.S Supreme Court ruled in *Chapman vs. Rhodes* that the inmate population at SOCF could exceed the design capacity and allowed for the transfer of inmates to that facility to alleviate overcrowding at Columbus Correctional Facility (formerly OP).

Senate Bill 1 of the 114th General Assembly restored the Death Penalty in Ohio.

The number of DRC employees for calendar year 1981 was 3,800, an increase of 200 from the previous year. The inmate population reached 14,246; as a result, the nine Ohio institutions were 3,000 inmates over design capacity.

1982

On the tenth year anniversary DRC reached a total of 16,135 inmates incarcerated in nine institutions. The Adult Parole Authority (APA) supervised 14,714 offenders. DRC employed 4,093 staff.

House Bill 530 established the prison construction program allocating \$638 million for new prisons and community correction programs. New facilities were scheduled for construction in Chillicothe, Columbus, Cleveland, and Dayton.

Lima State Hospital, a maximum-security hospital for the criminally insane, was transferred to DRC and chartered as the Lima Correctional

Institution as an adult, minimum/medium security prison.

Chillicothe Correctional Institute purchased from the Federal Government.

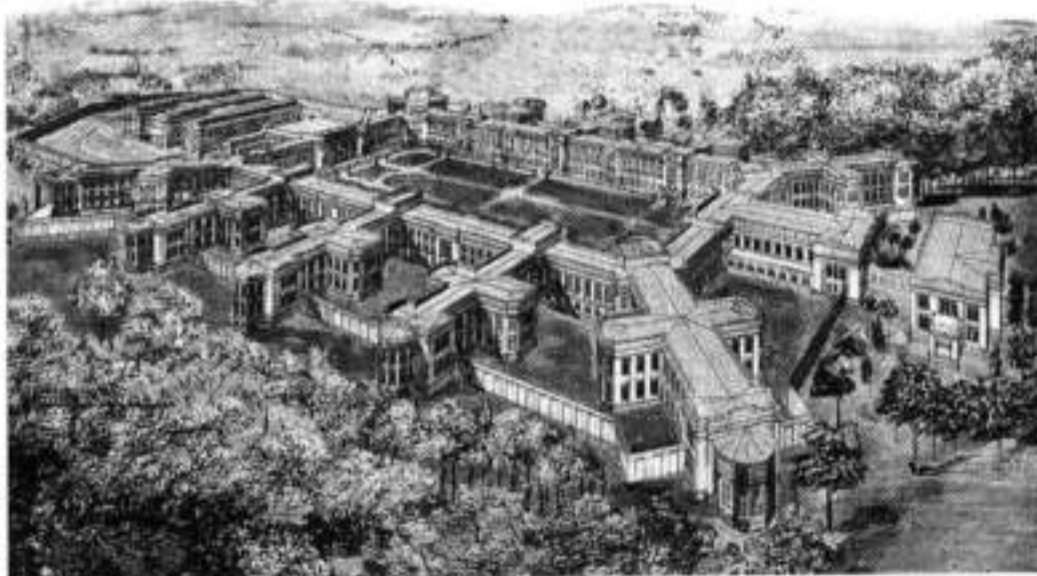
1983

Governor Richard F. Celeste appointed Dr. Richard P. Seiter, Superintendent of the National Academy of Corrections, as Director of DRC. Dr. Seiter began his career in 1976 as a social science research analyst with the federal prison system. During his federal career he also served as an executive assistant and a superintendent. Seiter was instrumental in establishing Unit Management and activating several new prisons. Seiter, at 34 years of age, was the youngest Director ever appointed in Ohio.

The Hocking Correctional Facility (HCF) was activated and operated as an adult male, minimum/medium-security institution with the primary purpose of housing older offenders.

Passage of Senate Bill 133 established collective bargaining procedures for public employers/employees and created a State Employment Relations Board.

Senate Bill 199 went into effect establishing definite sentences.



Lima State Hospital, Lima, O.

The Orient Developmental Center transferred from the Department of Mental Retardation to DRC. The complex was subdivided into the Corrections Training Academy (CTA), the Orient Correctional Institution (OCI), and the Correctional Pre-Release Center now known as the Pickaway Correctional Institution (PCI). A centralized auditing system in which DRC Central Office Administrators conducted audits at the institution was commenced.

DRC fell under the Boyd vs. Denton Consent Decree. This conditions of confinement case was settled with agreement to close the Ohio State Reformatory.

1984

Collective bargaining went into effect within the State of Ohio.

Pickaway Correctional Institution opened as the Correctional Pre-Release Center for male and female minimum-security offenders, the first co-correctional adult facility in Ohio. Inmates were transferred to the program six weeks prior to release.

The first annual "Correction Officer's Week," as designated by Governor Richard Celeste, was held. This established the annual celebration of "Correction Officer Week" during the first week of May. During this tribute the "Officer of the Year" is selected from each institution and among those candidates one officer is selected as DRC "Officer of the Year."

Orient Correctional Institution, in Orient, Ohio, activated as an adult male, medium-security prison.

The Corrections Training Academy, located in the Orient complex, opened with Reginald Wilkinson as the first Superintendent.

The final group of inmates transferred from the Columbus Correctional Facility.

The Columbus Correctional Facility, formerly the Ohio Penitentiary, closed.

First DRC Inmate Olympics held at Lebanon Correctional Institution. Inmates from institutions throughout the state were transported to the facility and competed in boxing, weight lifting, or track & field events.

Senate Bill 172, the Crime Victims' Bill of Rights, passed allowing crime victims to request notification of their assailant's parole hearing and/or release date. This law also permitted a victim to submit a written statement for review by the Parole Board prior to an inmate's parole hearing and consideration of release.

First pre-service class held at the Corrections Training Academy.

Eric P. Bowling, OPI Shop Foreman at the Southern Ohio Correctional Facility, killed in the line of duty.

1985

Unit Management Task Force established to study the feasibility of converting existing institutions to a "Unit Management" concept.

Ross Correctional Camp opened in Chillicothe, Ohio.

Medical services centralized at Frazier Healthcare Center, located on the grounds of the Orient Correctional Institution.

The Corrections Training Academy provided 174,737 training hours.

1986

Polaris unit, DRC's first residential treatment unit specifically designed to address treatment of sex offenders, opened at CCI.

CTA conducted the first Executive Management Training class, designed to prepare high-level administrative staff for leadership roles.

The "Ohio Plan" implemented to develop productive work environments for prisoners, while preparing them to enter the work force upon release. Institutional employment for inmates reclassified for compatibility with the U.S. Department of Labor Dictionary of Occupational Titles. This was the inception of TIE (Training, Industry, and Education).

Orient Correctional Institution established a sixteen-bed hospice unit to care for terminally ill inmates with emphasis on patients with AIDS. DRC was the first in the nation to implement this type of program.

OCI became the first Ohio prison to utilize the Unit Management concept. This model allowed direct contact with inmates, permitting staff to quickly address problems and increase communication. Six staff members, comprised of a unit manager, two correctional counselors, two case managers, and a unit secretary, were assigned in each housing unit.

Director Seiter announced the Correction Officer of the year would receive the new "Ronald C. Marshall Award." This special award signified the character of former Warden Ronald C. Marshall and recognized the recipient for having many of the same qualities.

First staff Olympics held at the Corrections Training Academy to raise money for United Negro College Fund. Teams from institutions, central office, and the Adult Parole Authority competed in track & field, softball, basketball, volleyball, and firearms events.

The first collective bargaining agreements were negotiated with four unions representing bargaining unit employees of DRC.

1987

Dayton Correctional Institution (DCI) opened as an adult male, medium-security facility in Dayton, Ohio.

Ross Correctional Institution (RCI) opened as an adult male, medium-security facility in Chillicothe, Ohio.

The library at Chillicothe Correctional Institute was the first prison library in the nation to install an automated book catalog. Inmates utilized the computer terminals to search for books by author, title, or subject.

Parole Board implemented new guidelines. The objective point system considered the following risk factors: criminal history, drug or alcohol use, age of offender, felony level of the offense, and institutional behavior. The tool assisted the Parole Board in determining an offenders' eligibility for release.

Harrison Morris assigned as the first male warden at the Ohio Reformatory for Women.

Madison Correctional Institution (MaCI) opened as an adult male, minimum/medium-security facility in London, Ohio.

Allen Correctional Institution (ACI) opened as an adult male, minimum/medium-security facility in Lima, Ohio.

The Correctional Reception Center (CRC) opened as a close/maximum-security facility in Orient, Ohio. The primary mission of this institution is to receive adult male inmates from 66 Ohio counties.

Inmate Grievance Procedure for DRC was fifth in the nation to be certified under Title 42 of the U.S. Code by the U.S. Department of Justice.

Ohio sentencing law, House Bill 261, effective allowing inmates to receive "Good Time" for faithfully observing institutional rules. Inmates became eligible for a First Parole Board hearing after serving seventy percent of their minimum sentence. This Bill eliminated the distinction between Reformatory and Penitentiary commitments, granting DRC more latitude in where prisoners could be incarcerated. Also, inmates could reduce their sentence by earning credit, two days for productive programming and three days for maintaining minimum status.

Phillip Scales from SCI was the first Ohioan, honored internationally as Correction Officer of the Year in the U.S. and Canada.

Settlement reached in McDowell vs. Celeste involving rights of women to work as correction officers in maximum and close-security prisons. State institutions were required to reach or maintain a fifteen percent female custody staff level within three years. \$3.75 million was made available for women who were denied employment between 1975 and 1985.

The second fence at the Ohio Reformatory for Women erected.

1988

Carole Shiplevy became the first female warden in the state's history to supervise an adult male facility when she is named superintendent of Hocking Correctional Facility.

Northeast Pre-Release Center (NEPRC) opened as an adult male, pre-release facility in Cleveland, Ohio.

Governor Richard Celeste appointed George W. Wilson, Kentucky Secretary of Corrections, as the fourth Director of DRC. Wilson began his career as a social worker in the Kentucky juvenile system and served as a Superintendent within the same system. During his tenure he was instrumental in dividing the Department into north and south regions, supervised by regional directors. He made a significant impact in the area of affirmative action and was able to provide factual data that Ohio was among the top five states in the nation with the lowest number of escapes.

DRC divided into two distinct regions, north and south, to better facilitate an efficient overall management system and emphasize accountability. The South Region was under the direction of Reginald A. Wilkinson, and the North Region under the direction of Thomas J. Stickrath.

Franklin Pre-Release Center (FPRC) opened as an adult female, minimum-security facility in Columbus, Ohio.

Grafton Correctional Institution (GCI) opened as an adult male, medium-security facility in Grafton, Ohio.

Legislation increased the Parole Board from seven to nine members.

1989

Dayton Correctional Institution first in the state accredited by the American Correctional Association.

Lima Correctional Institution became the first facility in the nation to receive American Correctional Association medical certification.

Warren Correctional Institution opened as a close-security, adult male facility in Lebanon, Ohio.

1990

DRC organized a special team with the objective of reviewing profiles of female inmates at the Ohio Reformatory for Women meeting the criteria of Battered Women's Syndrome.

Madison Correctional Institution's Literacy Program received national recognition, receiving a letter of accommodation from First Lady Barbara Bush.

Northeast Pre-Release Center converted from housing medium-security, male offenders to housing minimum-security, female offenders.

Lorain Correctional Institution (LorCI) opened as a close/maximum-security facility in Grafton, Ohio. The institution's primary mission was to receive male inmates from 22 northern Ohio counties.

House Bill 484 passed establishing Battered Women Syndrome as legitimate defense.

DRC Memorial Park was dedicated on the grounds of the Orient Complex. The DRC Memorial Park was designed to honor all those who lost their lives in the line of duty.



The DRC Memorial Park 21 Gun Salute.

Record crowd of 20,000 people attended ribbon-cutting ceremony to open the new Mansfield Correctional Institution (ManCI).

Ohio State Reformatory closed.

Beverly Jo Taylor, teacher at the Southern Ohio Correctional Facility, was killed in the line of duty.

The Department began participation in the State of Ohio Combined Charitable Campaign.

1991

Governor Voinovich appointed Reginald Wilkinson, South Regional Director, as Director of DRC. Mr. Wilkinson began his career with DRC as a graduate intern at the Ohio State Reformatory. In 1973, Director Wilkinson was offered a federally funded Volunteer Coordinator's position at the Lebanon Correctional Institution.

During his career Director Wilkinson has served in many capacities including the first Superintendent of the Corrections Training Academy and warden of the first institution to become accredited by the American Correctional Association in Ohio. After Ohio's prisons were regionalized, Director Wilkinson was appointed as the first South Regional Director of Prisons. Director Wilkinson was instrumental in the accomplishment of all Ohio institutions reaching ACA accreditation. Under the leadership of Director Wilkinson many other programs were implemented, including: Back to Basics, Quality Service through Partnership (QStP), Professional Alliance of Correctional Employees (PACE), Gold Star Awards, Reentry, the Bureau of Staff Enrichment, and the abolishment of the electric chair as a means of execution.

Camp Reams, located on the grounds of the Southeastern Correctional Institution, opened as Ohio's first boot camp for inmates. Offenders participating in the program follow a regimented program involving a highly structured routine consisting of discipline, physical training, community service assignments, substance abuse counseling, education, employment skills training, social skills training, psychological treatment, and self-improvement counseling.

Taylor vs. Perini lawsuit settled after 22 years of litigation.

Professional Alliance of Correctional Employees (PACE) was created for the purpose of developing activities that integrate employees in the correctional workplace through information sharing and networking. The PACE program fosters mobility, increases employee knowledge of specific jobs, and enhances employee commitment to the goals of DRC. Those who participate in PACE visit a volunteer mentor at a DRC work site once a month for cross training and professional development.

First Ohio Penal Industries (OPI) "trade fair" on state fair grounds showcased more than 300 OPI products and services.

Institutions begin inmate community service statewide. In 2001, ten years after program began, community service hours totaled over 25 million.

1992

On the 20th year anniversary DRC reached a total of 37,116 inmates incarcerated in 24 institutions. The Adult Parole Authority supervised a total of 17,315 offenders. DRC employed 8,935 staff.

The Dayton Correctional Institution's "Ohio Quality Corrections" was adopted as DRC's version of Quality Service through Partnership (QStP). This program was DRC's version of Total Quality Management (TQM) and utilized to continuously improve services. The basic concept of OCQ is the principle of partnership between management and collective bargaining, customer focus, continuous learning, and teamwork.

The first "OQC" training conducted at the Correction Training Academy.

Americans with Disabilities Act (ADA) went into effect.

Thomas Davis Jr., correction officer at the Mansfield Correctional Institution, killed in the line of duty.

Trumbull Correctional Institution (TCI) opened as an adult male, close-security facility in Leavittsburg, Ohio.

1993

Dunn vs. Voinovich class action lawsuit filed alleging mentally ill inmates do not receive proper mental health treatment.

Southern Ohio Correctional Facility 11-day riot resulted in the deaths of nine inmates and one correction officer.

Correction Officer Robert Vallandingham killed in the line of duty.

"Operation Clear Out," a system of coordinated prison contraband searches, instituted.

The Corrections Medical Center (CMC) opened as a centralized medical facility in Columbus, Ohio, to provide medical care for DRC inmates.

Lethal injection law enacted as alternative method of execution.

Internal Management Audit process developed to provide management an objective evaluation of the level of compliance to established standards.

1994

Gold Star program implemented by Director Wilkinson to award Gold Stars to DRC staff, QStP Teams, and individuals outside of DRC that contribute to the Department's mission.

Regional Special Tactics and Response Teams (STAR) and prison Special Response Teams (SRT) developed to respond to crisis situations.

A "Security Threat Group" (STG) initiative developed to address and control gang activities.

Critical Incident Management (CIM) created and training scheduled for all employees.

Oakwood Correctional Facility (OCF) activated to provide inpatient psychiatric care for DRC inmates.

Montgomery Education and Pre-Release Center (MEPRC) opened as an adult male, minimum-security facility in Dayton, Ohio.

North Central Correctional Institution (NCCI) opened as an adult male, medium-security institution in Marion, Ohio.

The Corrections Assessment Center is opened to gather and evaluate applications for Correction Officers statewide.

1995

The Dunn vs. Voinovich settlement agreement was approved with these conditions: DRC is responsible for providing mental health treatment in prisons, Oakwood Correctional Facility adds 50 beds for acute care, a "Cluster" concept developed in mental health for grouping institutions into smaller geographical areas, and Residential Treatment Units formed to house inmates diagnosed as "severely mentally ill."

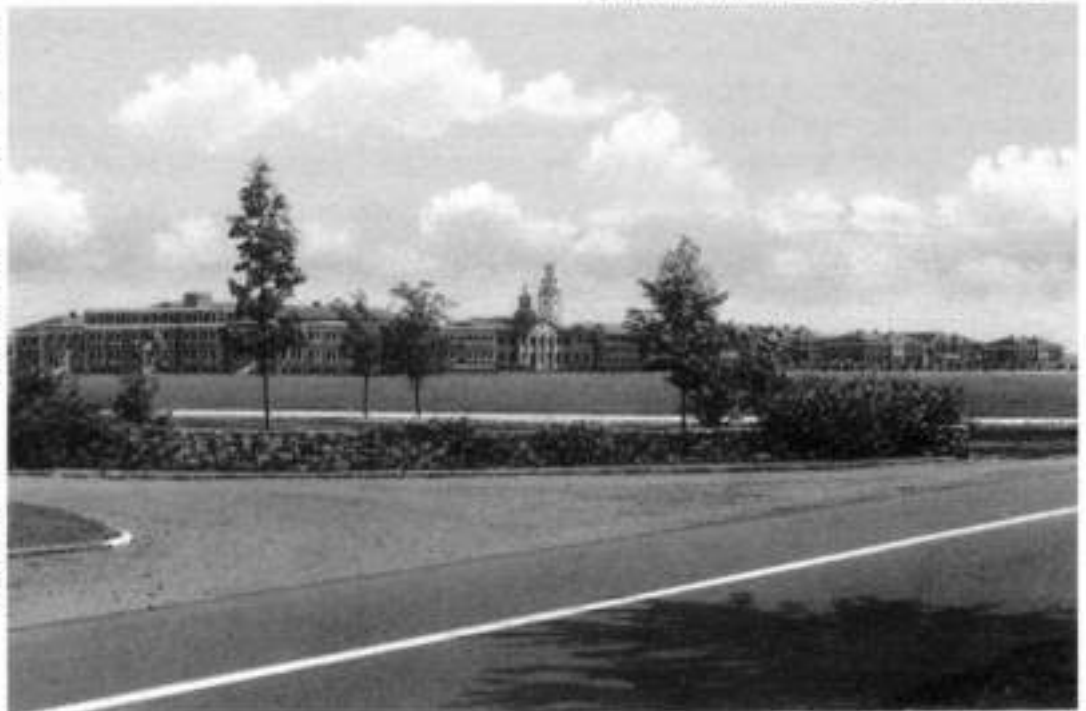
The Sex Offender Risk Reduction Center (SORRC) opened at Madison Correctional Institution. The program designed to complete assessments, identify levels of risk to re-offend, develop treatment plans, and provide psycho-educational programming for sexually oriented offenders.

Belmont Correctional Institution (BeCI) opened as an adult male, minimum/medium-security facility in St. Clairsville, Ohio.

Telemedicine, a video conferencing program, initiated.

Pursuant to Executive Order 95-02, the name of the Chillicothe Correctional Institute is changed to the Chillicothe Correctional Institution.

U. S. Industrial Reformatory, Chillicothe, Ohio



1996

Youthful Offender Program, housing juvenile offenders sentenced as an adult, opened at the Madison Correctional Institution.

Office of Victim Services (OVS) division established to provide services to victims of crime.

Senate Bill 2, "truth in sentencing law," enacted. A major transformation of criminal sentencing law for Ohio, it revised the felony sentencing structure by eliminating the aggravated felony and establishing five felony degrees with specific ranges for definite sentencing. The indefinite sentence was largely abolished. Eliminated "Good Time" by replacing it with "Bad Time." Offenders can receive up to 50% of their original sentence for violation of certain rules. "Bad Time" was recommended by the rules infraction process at the institution and imposed by the Parole Board. Abolished Parole but established "Post Release Control" for supervision of certain felons for three to five years upon release from the institution. Established "Full Board Hearings" in which a victim could petition the Parole Board to conduct an open public hearing.

DRC "Zero Tolerance For Drugs" Policy initiated by Director Wilkinson to establish vigorous intervention in ensuring drug free prisons.

Several hundred DRC employees and the Ohio State Patrol conducted a massive drug sweep at the Mansfield Correctional Institution. This was DRC's most comprehensive search, reaching completion in 36 hours. Seven hundred and fifty three inmates were drug tested.

Noble Correctional Institution (NCI) opened as an adult male, minimum/medium-security facility in Caldwell, Ohio.

Bonita Haynes, Case Manager at Lima Correctional Institution, killed in the line of duty.

The Offender Job Linkage Program established, connecting prospective employers, via videoconferencing equipment, with inmates trained in various fields prior to the inmate's release.

DRC establishes a site on the World Wide Web.

1997

Senate Bill 111 was passed by the 122nd General Assembly authorizing DRC to charge inmates user fees for basic services, including co-pay for medical services received.

House Bill 180 enacted as "Ohio's Sexual Predatory Law" providing for DNA testing and community registration of sex offenders.

Inmates set a fire to a dormitory at Orient Correctional Institution causing substantial damage to the building. All inmates evacuated, and no injuries are sustained.

Community Justice initiated by DRC as an alternative way of viewing crime and the impact on victims. This philosophy holds the offender directly accountable to victims and allows for amends when appropriate. Under Director Wilkinson's leadership, community justice cabinets, and councils were established to guide the evolution of this concept within DRC.

1998

The Ohio Parole Board implements new guidelines establishing "truth in parole" by informing offenders of a projected release date for parole when they appear for a hearing. The guidelines were refined to be compatible with the Senate Bill 2 sentencing law.

The Ohio State Penitentiary opens as the state's first High-Maximum Penitentiary in Youngstown, Ohio.

"Back to Basics" introduced beginning a process of continually evaluating current operations and developing necessary improvements.

The Office of Victim Services recognized nationally when awarded the prestigious Tadini Bacigalupi Jr. Award for distinguished victim service programs by the National Organization for Victim Assistance (NOVA).

The Richland Correctional Institution opened as an adult male, minimum/medium security facility in Mansfield, Ohio.

1999

Ohio becomes 100% ACA accredited. It joined the state of Louisiana as the only two states in the nation to hold this status.

Inmate Wilford Berry, "the volunteer," executed by lethal injection. This was Ohio's first execution in 36 years.

"Back to Basics" launched in the Division of Parole and Community Services.

DRC experiences first reduction in inmate population. The June 1999 total inmate population is 46,853.

The Bureau of Staff Enrichment was created to address staff needs, while attracting, developing, training, and retaining employees of DRC.

Director Wilkinson instituted the "DRC Gets Hooked on Books" initiative as part of Governor Bob Taft's OhioReads Program. Staff volunteer as tutors, donate books, and hold fund-raisers to aid local schools.

2000

North Coast Correctional Treatment Facility (NCCTF) opened in Grafton, Ohio as the state's first private prison.

Lake Erie Correctional Institution (LaECI) opened in Conneaut, Ohio as the state's second private prison.

Director Wilkinson introduced the "Gold Star of Valor" award to honor those who have saved lives or responded to dangerous situations.

House Bill 357 of the 123rd General Assembly in effect enhancing penalties for conveyance of drugs into a detention center to a felony of the third degree, from a fourth degree felony.

A.J. Hamburger receives Accreditation Manager of the Year award from the Correctional Accreditation Managers Association (CAMA).

Don Morgan, Correction Officer at the Southern Ohio Correctional Facility, named 2000 International Association of Correctional Officer (IACO) of the Year.

DRC Innovation 2000 (in-house version of Innovation Ohio) established to recognize employees, who submit cost saving ideas, which save DRC \$100,000 or more.

The Ohio Supreme Court declared "Bad Time" unconstitutional in Bray vs. Russell, prompting the review of

139 files and the immediate release of 18 offenders serving bad time.

The "Visiting Connection Team" from North Central Correctional Institution won the Governor's Cup award at the Teams Excellence in the Public Sector Showcase (TEPS).

Dunn consent decree terminated. This case served as a benchmark for correctional mental health as well as litigation strategy.

The Ohio Supreme Court in Woods vs. Telb held "Post Release Control" constitutional.

Toledo Correctional Institution (ToCI) opened as an adult male, close-security facility in Toledo, Ohio.

2001

Reentry Initiative launched to further reduce recidivism by providing offenders with opportunity, support, and accountability. Beginning with their admission to DRC, offenders are continually prepared to become productive members of society.

ORW's Prison Nursery Program, "The Achieving Baby Care Success," (ABC's) opens, designed to house 20 female inmates and their infants. The women are pregnant upon admission to DRC and are required to meet certain criteria to qualify.

J. D. Scott executed by lethal injection.

The Ohio Institute of Correctional Best Practices (OICBP) hosts its first symposium. The Institute is intended to be a "place" and a "philosophy." The physical structure provides a forum where workgroups can think, discuss, develop ideas, propose solutions, and implement Best Practices. As a philosophy, the Institute showcases and teaches what DRC does well.

"OPIES," a team from Chillicothe Correctional Institution, received the "Governors Gold Cup," the highest state award for quality, at the Teams Excellence in the Public Sector Showcase. The team increased the inmate work day to 7.56 hours, saved \$126,985 by decreasing staff overtime, and increased production of road reflectors by 57%.

House Bill 362 abolished the electric chair as an execution option, leaving lethal injection as the only method.

The Urban Institute selects Ohio as one of two state prison systems to participate in a multi-year study on offender reentry.

The September 11th terrorist attack on the United States World Trade Center and the Pentagon prompted Governor Taft to send all non-essential state employees home. Several DRC staff assisted at "Ground Zero" with search and rescue efforts, as well as emotional support for those in need.

Director Wilkinson introduced two new Gold Star Award categories: "Humanitarian" to recognize the contributions of DRC volunteers who reported to "Ground Zero" to perform search and rescue efforts as well as assist victims after the September 11th tragedy, and "Leadership" to recognize significant contributions to the Department from long-time DRC executive staff, wardens, and others.



Director Reginald A. Wilkinson addresses DRC staff at the 2001 Gold Star Awards Ceremony.

Pending closure of the Orient Correctional Institution announced as a result of budget reductions across the State of Ohio.

2002

DRC 30th anniversary reached 44,926 inmates incarcerated in 33 institutions. The Adult Parole Authority supervised 32,462 offenders. DRC employed 13,660 staff.

Electric chair disconnected and removed from the death house at the Southern Ohio Correctional Facility.

John Byrd executed by lethal injection.

Centralization of Sentence Calculation approved.

Orient Correctional Institution closed. The institution housed more than 1,700 inmates, who were transferred to different institutions across the state. Approximately 530 staff affected by job displacement, contractual bumping, and layoffs.

Alton Coleman executed by lethal injection.

Robert Buell executed by lethal injection.

DRC celebrates thirty years of quality service by honoring past and present leaders as well as recognizing all staff for their daily contributions.

The Department recognizes 30th anniversary with a day long event held at the Corrections Training Academy located in Orient, Ohio.

~
***"The future of corrections
depends on the quality of
yesterday and today."***
~

CHRONOLOGY OF OHIO PRISONS

INSTITUTION	DATE OPENED	CONSTRUCTION COSTS	POPULATION JULY 02
Ohio Penitentiary	October 1834	\$93,370	Closed - August 1984
Ohio State Reformatory	September 1896	\$1,330,000	Closed - December 1990
Ohio Reformatory for Women	September 1916	Harmon Building constructed for \$500,000	1761
London Correctional Institution	April 1924	Built with inmate labor and OPI materials	2006
Marion Correctional Institution	October 1954	\$8,000,000	1722
Lebanon Correctional Institution	May 1960	\$12,000,000	1625
Chillicothe Correctional Institution	December 1966	Constructed from 1926-36 by Federal Bureau of Prisons	2263
Southern Ohio Correctional Facility	September 1972	\$32,000,000	1391
Southeastern Correctional Institution	January 1980	Built for \$623,000 in 1904 as the Boys Industrial School	1423
Lima Correctional Institution	June 1982	Built from 1906 - 1915 as Lima State Hospital for \$2,150,000	1562
Hocking Correctional Institution	April 1983	Renovated from TB Hospital to Prison by inmates and staff	420
Pickaway Correctional Institution	April 1984	\$95,000 legislated in 1900 for 1800 acres to construct an	1991
Orient Correctional Institution	June 1984	"Institution for Feeble Minded Youth"	Closed - April 2002
Dayton Correctional Institution	March 1987	\$25,000,000	475
Ross Correctional Institution	March 1987	\$50,000,000	2099
Allen Correctional Institution	June 1987	\$26,100,000	1175
Madison Correctional Institution	June 1987	\$40,000,000	2017
Correctional Reception Center	Cadre Aug 1987, Reception Nov 1987	\$40,000,000	1795
Northwest Pre-Release Center	May 1988	\$14,000,000	621
Franklin Pre-Release Center	November 1988	\$10,999,000	489
Grafton Correctional Institution	December 1988	\$30,000,000	1328
Warren Correctional Institution	August 1989	\$44,000,000	1110
Lorain Correctional Institution	March 1990	\$45,000,000	1629
Mansfield Correctional Institution	September 1990	\$66,000,000	2263
Trumbull Correctional Institution	December 1992	\$37,746,000	1428
Corrections Medical Center	July 1993	\$23,346,282	104
Oakwood Correctional Facility	February 1994	Ascherman Building constructed in 1953 for \$1,100,000	170
Montgomery Education & Pre-Release Center	May 1994	\$15,000,000	334
Belmont Correctional Institution	Camp June 1994, Main Aug 1995	\$24,804,781	2068
North Central Correctional Institution	November 1994	\$26,163,000	2054
Noble Correctional Institution	September 1996	\$31,627,482	1841
Ohio State Penitentiary	Camp February 1998, Main May 1998	\$65,000,000	511
Richland Correctional Institution	December 1998	\$44,844,838	2247
North Coast Correctional Treatment Facility	February 2000	\$20,000,000	534
Lake Erie Correctional Institution	April 2000	\$32,000,000	1364
Toledo Correctional Institution	Camp July 2000, Main Dec 2000	\$99,000,000	759



Standing in review at the old Ohio Reformatory.

OVERVIEW OF OHIO PRISONS

Allen Correctional Institution

In June 1987 the Allen Correctional Institution received its first inmates. One of several "second generation" prisons constructed under a \$600 million capital program that began in the mid 1980's, the medium security prison was built on the grounds of the Lima Correctional Institution in Lima, Ohio.

The Allen Correctional Institution was designed to accommodate unit-management in a campus style prison setting with four separate housing units containing a total of 500 cells and was named for the county in which it is located. One additional open dormitory housing unit was constructed within the prison in the early 1990's. Allen Correctional Institution received its first accreditation from the American Correctional Association in 1995 and has maintained that accreditation. On July 2, 2002, Allen's inmate population totaled 1,175.

Unique to the Allen Correctional Institution is the Sugar Creek Development Unit (SCDU) that provides services for inmates with mental retardation and mental illness and for organically brain-damaged inmates. Inmate-patients at SCDU are offered a full range of behavioral, psychiatric, and psychosocial interventions. Inmates who progress well within this unit may move to a bed assignment within the prison's general population.

List of wardens and years of tenure:

Carl Humphreys	1987 - 1991
Shirley Rogers	1991 - 1993
Flora Holland	1993 - 1995
Michael Leonard	1995 - 1999
James Haviland	1999 - 2001
Jesse Williams	2001 - present



Allen Correctional Institution.

Belmont Correctional Institution



*Belmont Correctional Institution Reading Room.
The reading area was created for the visiting children, 2000.*

The Belmont Correctional Institution is a medium security prison in St. Clairsville, Ohio (Belmont County). The prison is a campus style facility utilizing a prototypical pre-engineered steel dormitory housing design for each of its eight housing units.

This design is typical of medium security prisons built in Ohio in the 1990's and allowed the cost of construction to be kept just under \$25 million. A minimum-security camp, also of prototypical design for that security level, is located on the grounds outside the perimeter fences.

The first inmates at Belmont Correctional Institution arrived at the minimum security camp in June 1994. Belmont Correctional Institution has maintained ACA accreditation since 1997.

At its most crowded level, the institution once housed 2,600 inmates. In 2001, one housing unit was closed for renovation following the discovery of structural defects that were formed during the initial construction process. On July 2, 2002, the prison's population stood at 2,068.

List of wardens and years of tenure:

Art Tate	1994 - 2001
David Bobby	2002 to present

Chillicothe Correctional Institution

The Chillicothe Correctional Institution (CCI), previously known as the Chillicothe Correctional Institute, was built on property that has been used by the United States Government for nearly 200 years. During the War of 1812 British prisoners of war were confined on that site in a stockade named "Camp Bull." From that time until 1925 the site was in continual use for army camps. During World War I, while it was known as "Camp Sherman," 2,000 U.S. soldiers died from the Swine Flu epidemic while stationed there.

In the 1920's the federal government set aside 2,000 acres of the property for construction of a veteran's hospital and a reformatory for youthful male offenders. A portion of the property containing a Native American burial ground from the "Hopewell" period (200 BC to AD 500) was also set aside as a national park and was named the "Mound City National Park" and is still operated today by the National Park Service.

With a campus style design, construction on the Federal Reformatory, utilizing plans from a similar Reformatory in Tallahassee, Florida, began in 1928 and was completed in 1936. When completed the fenced perimeter enclosed more than 70 acres. For the next 30 years it operated as part of the United States Bureau of Prisons, once housing Charles Manson, who later achieved notoriety in California as leader of a murderous cult.

In 1966, the State of Ohio leased the prison and began operating it as the Chillicothe Correctional Institute, receiving its first inmates committed from State courts in December 1966. The initial staff members were drawn from among former employees of the federal prison and from employees of the Ohio Penitentiary in Columbus.

Following closure of the Ohio Penitentiary in March 1973 and until July 1976, CCI housed a medium security, general population in its several dormitories on an open compound. A separate building containing six cellblocks was utilized as the adult male reception center for DRC.

When the Ohio Penitentiary re-opened in 1976, the reception function moved back to the "OP," but returned to CCI when the Ohio Penitentiary was closed for good under order of a federal court in June 1984. Reception remained a part of the CCI mission until the opening of the Corrections Reception Center at Orient, Ohio in 1987. In June 1995, the prison was renamed the Chillicothe Correctional Institution.

The age and design of the prison made compliance with the mandatory physical standards of the American Correctional Association challenging. However accreditation was finally achieved in 1998 and has been retained to date. At its peak population CCI housed more than 3,000 inmates, but on July 2, 2002, its count stood at 2,264.



Chillicothe Correctional Institution.

List of wardens and years of tenure:

Marion Kolowski	1966 - 1968
William Salisbury	1968 - 1972
Frank Gray	1972 - 1975
Ted Engle	1975 - 1983
Art Tate	1983 - 1990
Terry Morris	1990 - 1994
Fred McAninch	1994 - 1997
Gary Mohr	1997 - 1999
Mike Randle	1999 - 2001
Michael Leonard	2001 - 2002
James Erwin	2002 - present

OVERVIEW OF OHIO PRISONS

Corrections Medical Center



Corrections Medical Center.

Built on the site of an old landfill on the south side of Columbus, Ohio at a cost of just under \$24 million, CMC is a maximum security prison that is also a modern hospital serving inmates from all DRC prisons. CMC provides long-term and hospice care for both male and female inmates from the Department's other prisons. In July 1993 the first CRC cadre inmates arrived to begin providing housekeeping and maintenance support for the facility.

In cooperation with The Ohio State University Medical Center (OSUMC), the Department has, in effect, developed a mini HMO for its 45,000 inmates. With the exception of urgent critical care services that must be provided locally for inmates of each prison, all inmate hospitalizations and surgeries are at the OSUMC located in Columbus, Ohio.

CMC is the host institution for inmates who are patients at that hospital, and often serves as a way station to and from the OSU facilities. It also operates a secure patient ward at the OSUMC.

Often, CMC retains patients released from the OSUMC for a period of post-operative care until they are medically able to return to their parent institutions. CMC hosts a variety of specialty clinics conducted by the Ohio State University Medical Center physicians. Shortly after it opened, the Corrections Medical Center was one of the few prisons in the United States to

begin to extensively utilize the Telemedicine procedure in which inmates at remote prison sites are examined long distance by an Ohio State University Medical Center physician. Medical personnel at the remote prison site use state-of-the-art-imaging equipment to send images via a dedicated transmission line to clinic physicians at both the CMC and OSUMC.

In addition to the direct medical services provided by CMC, it also operates an excellent medical laboratory. Nearly all lab work for the 45,000 DRC inmates is performed at this site. Taking advantage of the natural confluence of inmate transport vehicles from around the Department to CMC, the hospital also serves as the "hub" for a centralized inmate transport system that allows the Department to efficiently transfer inmates among institutions.

The Corrections Medical Center is dually accredited, having received its initial accreditation from both the National Commission on Correctional Health Care and from the American Correctional Association in 1997. It continues to retain those accreditations. The inmate count for CMC on July 2, 2002, was 104.

List of wardens and years of tenure:

Alan Lazaroff	1992 - 1994
John Morgan	1995 - 1995
Rodney Francis	1995 - 2002
Tammy Hartzler	2002 - present



Corrections Medical Center staff provide care to CMC residents.

Correctional Reception Center

One of the prisons built in the 1980's \$600 million construction initiative, the Correctional Reception Center received its first cadre inmates in August of 1987. In November of that year, it assumed the reception center responsibilities that had been performed by the Chillicothe Correctional Institute.



Thomas J. Stichnath addresses the public at the CRC groundbreaking ceremony.

Designed to serve as the reception center for the southern portion of the state, CRC receives all male inmates from 66 of Ohio's 88 counties and is classified as "close" security. It retains the capacity to house maximum-security inmates as well. The celled institution is located in Orient, Ohio, and has a fifty-acre fenced campus with a total of fifteen buildings. The cost of initial construction was \$40 million.

CRC continues to maintain its accreditation that it first received from the American Correctional Association in 1997. On July 2, 2002, its inmate population was 1,795.

List of wardens and years of tenure:

Norm Hills	1987 to 1988
David Baker	1988 to 1988
Walter Echols	1988 to 1991
Melody Turner	1991 to 1993
James Jackson	1993 to 1994
Gary Mohr	1994 to 1997
Ronald Edwards	1997 to 2000
Pat Hurley	2000 to 2001
Mark Saunders	2001 to present

Dayton Correctional Institution

In January 1987 the Dayton Correctional Institution was dedicated and received its first inmates in March of that year. The prison is distinguished by its unique partnership with the Dayton community.

DCI is the first Ohio prison sited in one of the state's major metropolitan areas since the opening of the Ohio Penitentiary in 1834. This was accomplished through the efforts of then State Senator C.J. McLin, who represented the Dayton area.

Until DCI opened, cities the size of Dayton and larger generally considered prisons in their communities to be liabilities. Senator McLin advocated on behalf of modern correctional facilities and practices for prisoners incarcerated at the city and county facilities in Dayton, and convinced Dayton's citizens to support the

construction of a prison for felons who would be incarcerated for the longer term as well.

Located adjacent to local facilities, the Dayton Correctional Institution is a modern, 500 cell, medium security, campus style prison. Cost of its construction was \$25 million.

Consistent with its pioneering role in Ohio corrections, in 1987 the Dayton Correctional Institution became the first prison in the Ohio Department of Rehabilitation and Correction to receive accreditation from the American Correctional Association. It continues to maintain that accreditation. On July 2, 2002, its inmate count was 475.

List of wardens and years of tenure:

Reginald Wilkinson	1986 - 1989
Ronald Edwards	1989 - 1991
Fred Walker	1991 - 1992
John Manuel	1993 - 1996
Gerald Huffman	1996 - 2000
Wanza Jackson	2000 - 2002
Lawrence Mack	2002 - present

OVERVIEW OF OHIO PRISONS

Franklin Pre-Release Center

The Franklin Pre-Release Center (FPRC) is located in an urban setting within the city limits of Columbus, adjacent to the Corrections Medical Center. Construction was completed at a cost of \$10.9 million.

The original design function of FPRC was to serve as a reintegration center for adult male inmates. However, the demands of a rapidly increasing female offender population prevented it from ever fulfilling that mission. Instead it was called upon to house minimum and medium security, adult female offenders. It is a campus-style facility with two dormitory housing buildings on a 4.2 acre compound. It received its first inmates in November of 1988.

FPRC was first accredited by the American Correctional Association in 1995 and continues to be accredited. On July 2, 2002, its inmate population was 459.



Community Service Pilot Dog Program.

List of wardens and years of tenure:

Christine Money	1989 to 1992
Barbara Brown	1992 to 1996
Dianne Walker	1996 to 1997
Rukhsana Akram	1997 to 1998
Patricia Andrews	1998 to present

Grafton Correctional Institution

In 1922, the State of Ohio purchased 1,040 acres of land in Lorain County for use as an Honor Farm. Additions to the original property were purchased in 1935 and 1948, bringing the total acreage to 1,782. The land was purchased from the Fishburn family, who farmed all the land that the Lorain Correctional Institution, the Grafton Correctional Institution, and the North Coast Correctional Treatment Facility currently occupy. The Honor Farm was opened in 1923 with fifteen inmates, as a satellite operation of the Ohio State Reformatory (OSR) in Mansfield. The inmates were initially housed at the former home of the Fishburn family, located just north of the site of the present camp dormitory.

The original garage connected to that residence is still being used today as a maintenance storage building. OSR operated the farm as a camp for about a year. In 1924, the land was transferred to the control of the Cleveland State Hospital but was returned to OSR in 1927. OSR operated the site as a minimum security camp continuously until control of its operation was assumed by the Grafton Correctional Institution upon its opening. When the Reformatory resumed operations as an honor camp, they housed inmates in a converted airplane hanger that had been erected on the property by the Cleveland State Hospital. That building remains in use today as a storage barn for farm equipment. The present minimum-security dormitory on the farm was completed and occupied in 1930.

Seventy-five acres of farmland were allocated for the construction of the Grafton Correctional Institution, completed in 1988. With a design and size similar to the Allen Correctional Institution, GCI was one of the second-generation prisons built with money from the \$600 million capital fund. The rapid increase in the inmate population in the early 1990's necessitated the construction of two dormitory structures in 1991 and 1993. These structures have a soft external siding and are identical in design to one constructed at the Allen Correctional Institution about the same time. The design was selected because it allowed for an abbreviated construction period, enabling the Department to respond more rapidly to a severe inmate housing shortage.

GCI received its first inmates in December 1988 and its first ACA accreditation in 1993. It continues to maintain that accreditation. In July 2002, its medium security inmate population was 1,328.

List of wardens and years of tenure:

Norm Hills	1988 - 1989
Phil Parker	1989 - 1992
Carl Anderson	1992 - 1995
Dennis Baker	1995 - 1995
Ralph Coyle	1995 - 1996
Carl Anderson	1996 - present

sion of the former morgue into the present day inmate commissary. The renovation took one year to complete, and its first inmates were received in April 1983.

From its inception, HCF has had a unique mission within the Department. It houses a medium security, older offender population. Typically inmates younger than 50 years old are not eligible for assignment there. Its relatively small bed capacity has allowed the prison to focus on that unique mission and develop extensive programming designed to meet the needs of its inmate population. Early in its existence

HCF was one of a handful of prisons within the United States that had such a unique and singular mission, and it quickly achieved significant notoriety as a leader in older offender programming.

For 16 years, between 1984 and 2000, a small cadre of minimum-security inmates housed at HCF operated a cow and calf farm in Hebbardsville, just west of Athens. Responsibility for that farm was returned to the Department of Mental Health in the fall of 2000. HCF was accredited by the ACA in 1993 and retains that accreditation. Its inmate count on July 2, 2002, was 420.



Hocking Correctional Facility was originally constructed as a tuberculosis hospital, 1952.

Hocking Correctional Facility

Located on "Snake Hollow" Road in Nelsonville, the building now housing the inmates of the Hocking Correctional Facility (HCF) was constructed in 1952 to be a hospital for the treatment of tuberculosis patients. The building serving as the HCF administration building originally housed the nursing staff working at that hospital. In later years the buildings functioned as a children's center until abandoned and turned over to the Department of Rehabilitation and Correction in 1982.

Crews of inmates from nearby prisons at Chillicothe and Lancaster worked to perform the major renovation necessary to transform the hospital building to a prison. One transformation of note was the conver-

List of wardens and years of tenure:

Harry Russell	1982 - 1983
Norris McMackin	1983 - 1985
Carl Humphreys	1985 - 1987
Ben Bowers	1987 - 1988
Carole Shiplevy	1988 - 1994
Betty Mitchell	1994 - 1995
Janis Lane	1995 - 2001
Mark Saunders	2001 - 2001
Sam Tambi	2001 - present

OVERVIEW OF OHIO PRISONS

Lake Erie Correctional Institution

As expected, the rapid increase in the size of the inmate population in Ohio prisons in the late 1980's and early 1990's was accompanied by a similarly dramatic increase in the Department's operating budget.



Lake Erie Correctional Institution Ribbon Cutting Ceremony, 2000.

These increases were typical of correctional jurisdictions throughout the country. The resulting dramatic outlay of public resources to accommodate this growth attracted the interest of the private sector.

Private corporations began to be formed to compete with government entities for the right to build and/or operate correctional facilities. Their self-promotion, emphasizing cost control, quickly achieved the notice of an Ohio legislature frustrated by a prison system taking an ever-larger share of the state budget.

Although no privately operated state or federal prisons were located in Ohio, there were many apparently successful operations throughout the country. Ohio's legislature decided that the Department should participate in an experiment to determine whether the private sector could effectively operate Ohio prisons at a reduced cost.

Legislation was passed mandating that two new Ohio prisons open as privately operated facilities. The legislation specifically required that a successful private bidder save at least 5% in operating costs, as compared with publicly operated Ohio prisons.

The Department designated two prisons under construction to serve as the sites for the privatization experiment. One of those sites was in Conneaut, Ohio, in Ashtabula County, only a mile or two from the shore of Lake Erie and just a stone's throw from the Pennsylvania border.

The prison to be built on the Conneaut site was a campus-style, medium security prison with the prototypical dormitory design using structural steel, and nearly identical to the North Central Correctional Institution (NCCI) in Marion, Ohio. NCCI was therefore designated to become the publicly operated institution for comparison of operational costs.

The final cost of construction of the new prison was \$32 million. In order to achieve a fair and accurate operational cost comparison, DRC had to meticulously develop a Request for Proposal (RFP), detailing the staffing and operational procedures at existing DRC prisons that would be required of any successful private vendor in the new operation at Conneaut.

The successful bidder, in response to that RFP, was the Management and Training Corporation. The Lake Erie Correctional Institution began receiving medium security inmates from other Ohio prisons in 2000, and on July 2, 2002, its inmate population totaled 1,364.

LaECI quickly achieved ACA accreditation in 2001. The period for assessing cost comparisons and operational challenges and successes is not yet complete, however, the results are encouraging thus far.

List of wardens and years of tenure:

Rich Gansheimer 2000 - present

Lebanon Correctional Institution

The history of the Lebanon Correctional Institution (LeCI) is divided into two distinct periods - the Reformatory years (1960-87) and the close-security years (1987 to present). From the opening of the Ohio State Reformatory in the late 19th century until the late 1980's, Ohio prisons segregated youthful, first time committed, non-capital offenders under the age of 30 from older and repetitive offenders (penitentiary inmates) who were considered more hardened and less easily "rehabilitated."

Although Reformatory inmates were sentenced by the local Common Pleas Courts under the same penal code as the older offenders, they achieved eligibility for parole consideration much sooner. No Reformatory inmate served more than 38 months before becoming eligible for parole consideration.

The Lebanon Correctional Institution opened in May of 1960 as the second prison in the adult male "Reformatory" system. It was constructed at a cost of \$12 million. The Lebanon facility, a telephone pole style, celled prison with all cellblocks, program, and service areas under a single roof, was then a "state of the art" prison. Its mission, emphasizing the utilization of treatment interventions, was clearly identified in the large wording attached to the barred front gate of the prison -- "Dedicated to the Mending of Lives." Lebanon quickly became known within the Ohio prison system for its educational initiatives and investment in rehabilitative programming.

The tremendous growth of the inmate population during the 1980's made the segregated management of the artificially designated "Reformatory" population problematical. At that same time, the number of violent offenders and problem management inmates within the system was increasing significantly.

The Department was still dependent upon a subjective inmate classification system that relied upon a committee review of each inmate before assigning him a security designation and prison location. The adoption of a new objective classification system that included an additional security level, "close," incorporated all inmates into the same system regardless of age. This required the re-designation of some Ohio prisons. Prisons with celled housing were eligible for close or maximum-security designation.

Prisons with dormitory housing and a double perimeter fence were eligible for medium security utilization and prisons with only a single perimeter fence were limited to a minimum designation. Lebanon became a "close" security prison in 1987.

The transition from incarcerating Reformatory inmates to Penitentiary inmates was difficult but ultimately successful. It required that the staff develop a new set of skills appropriate for the change in the institution mission.

A significant upgrade in Lebanon's perimeter, lighting, and alarm systems was immediately initiated. Security enhancements continued through the 1990's using lessons learned from the SOCF riot of 1993 in which inmates seized control of an entire cellblock wing in a prison with a design similar to Lebanon's.

Since its inception the Lebanon Correctional Institution has maintained a large farming operation, sending inmates through its rear sally port daily for those duties until it assumed control of the minimum security camp that had previously reported to the Warren Correctional Institution.

Lebanon maintains its ACA accreditation first achieved in 1993. Its inmate count on July 2, 2002, was 1,625.

List of wardens and years of tenure:

Ralph Avis	1960 - 1967
Charles Van Curen	1967 - 1972
William Dallman	1972 - 1994
Harry Russell	1994 - 2002
Anthony Brigano	2002 - present



PARTIAL VIEW OF IDENTIFICATION DEPARTMENT

OVERVIEW OF OHIO PRISONS

Lima Correctional Institution

In the early 1900's, land was set aside just north of the city of Lima for use by the State of Ohio. Alternative uses for the developments on the property were for either a state university or an institution for the mentally ill. The citizens of Lima preferred the latter, because they believed it would provide more opportunities for work for its citizens.

Between 1907 and 1915, at a cost of \$2.15 million, the Lima State Hospital (LSH) was constructed with the help of the first patients committed to this institution for the criminally insane. At the time, the structure with walls two feet thick, was believed to be the largest poured concrete building in the world under a single roof. The building project was so large that the plastering contract was bid out by the acre.

With construction completed in 1915, the hospital continued to treat the mentally ill for the next 70 years. In 1982, the Department of Rehabilitation and Correction assumed control of the Ascherman building on the grounds of LSH. The small, celled, medium security unit was opened by DRC in February of 1982 as a satellite operation of the Marion Correctional Institution. Outside the secure perimeter, a second housing unit, utilizing a building that had formerly served as nurses' quarters for the Hospital, was established for minimum-security inmates. Inmates assigned there soon were manning the maintenance and farming operations, while medium security inmates worked in the laundry, housekeeping, and food service operations for both the Lima State Hospital and the newly opened prison. In June of that same year, the prison facility became independent of the prison in Marion and was named the Lima Correctional Institution (LCI).

In 1983, an unexpected order was received by DRC from the Federal Court in Columbus allowing only 72 hours to significantly reduce the inmate population at the Ohio Penitentiary in Columbus. Relocating those inmates to comply with the order meant that LCI had less than three days to transform Ward 21, then used by the Hospital as a library, into a housing unit for inmates. From that time forward, the new Lima Correctional Institution rapidly expanded into the main building occupied by the Lima State Hospital, one

ward or housing unit at a time. The inevitable transition of the entire Lima State Hospital to a prison soon became clear to most Hospital employees. A majority of the new prison's workforce came to LCI from the Hospital. The following year the two institutions completed the trade of facilities, with the Hospital taking up quarters in the Ascherman building under the name of the "Oakwood Forensic Center," and the prison assuming total control of the former main hospital building.

LCI first achieved its ACA accreditation in 1993 and retains accreditation to this date. On July 2, 2002, its inmate population totaled 1,562.

List of wardens and years of tenure:

Eric Dahlberg	1982 - 1983
Harry Russell	1983 - 1994
Carole Shiplevy	1994 - 1997
Harold Carter	1997 - 1999
Michael Leonard	1999 - 2001
Terry Tibbals	2001 - present

London Correctional Institution

In 1924, the London Correctional Institution (LoCI) was completed in London, Ohio. It was sited 30 miles west of the Ohio Penitentiary (OP), which was to serve as a supportive facility.

LoCI was originally operated by Ohio Penal Industries (OPI). The original design was developed in the late 1890's and called for a structure of ten "cell houses" and two "dormitories." The original plans conceptualized a complex of free standing buildings, including a hospital, conservatory, two large dairy barns, hog production, poultry production, two small and one very large factory, blacksmith shop, and three private residences for the warden and assistants.

The "reservation" was divided into two groups, Penal and Agriculture. The penal group, comprised of twenty-six acres inside the high stone walls, was dedicated to the housing, feeding, and recreation of the inmate population. The agriculture group consisted of eighteen acres dedicated to the sole mission of food production.

After World War I, work on the new prison began. The main design had changed, and the complex was

greatly scaled back. The blueprints called for the administration area to remain the same. However, the living arrangements were specifically changed. The old design had the main corridor running east to west with ten Cell Houses connecting north and south and two dormitories capping each end. Instead, the structure lined up north to south with only four wings off the main structure, east to west. The plans called for the majority of inmates to live in dormitories, two per wing with a small cellblock on the end. The idea of a large number of convicted felons living in open dormitories was considered preposterous in 1919. J. Edgar Hoover was reported as saying that Ohio has set penology back hundreds of years.

As time clearly indicates, Ohio became a pioneer in the management of inmates in an open dormitory system. Currently, open dormitory-style prisons are the most common design and the most cost-efficient prison housing in America.

London also housed the largest single-dorm population in America at 250 inmates. The average dormitory was designed to house 75 to 100 inmates. This distinction changed in 1998 when LoCI dormitories were renovated into living "pods" which house inmates in smaller groups.

Construction started on London Prison Farm in 1919 and was completed in 1924. Civilians and inmates worked side-by-side during the construction. Many of the local workers were hired as guards when the prison opened. The large, three-story brick structure demanded tons of mortar and bricks. In order to receive bricks from the Nelsonville Kilns, the inmates had to join the Ohio Bricklayer Association. The original bricks used in construction were marked "BA London Prison Farm." London Prison Farm served as the working farm for Ohio Penitentiary for many years. Low-risk inmates were sent to London to work the farm. London still operates the 3,000-acre farm, delivering food to several Ohio prisons.

In the late 1930's, London started housing the inmates that would travel to other state-owned farms in Ohio. In 1955, the London Honor Camp was constructed outside the main compound and has a 300-bed capacity. This camp houses minimum-security inmates and is unique in that a fence does not surround it.

In 1995, a broad renovation and new construction project was launched in response to a need to improve the "quality of life" environment at the institution. With the inception of the project, it was decided to complete the overhaul of the institution while in a fully operational mode, another "first" in American prisons. As was done in the original construction, civilians and inmates worked side-by-side. It is estimated that inmate labor saved the taxpayers \$3.5 million.

The remodeling of the dormitories downsized 200 inmate beds into cubicle enclosures of no more than four inmates to a cubicle. This reduced the dormitory population to a more manageable size. It also offered the inmates a larger measure of privacy without seriously denigrating security. Four new buildings (Recreation, Inmate Dining Room, Special Management Housing, and Treatment Building) were constructed. The Treatment Building is equipped with two negative air cells (for inmates with communicable diseases) and six holding cells. The building has a controlled air system with air conditioning throughout the building as well as an emergency power generator that will supply power throughout the building. The Treatment Building is a state of the art, professional, and environment-friendly work area. Housed in this building are the Mental Health, Medical, Dental and Recovery Services facilities.

Prior to the renovation, the inmate capacity of the institution was 2,157, plus 130 in the segregation unit. After renovation of the dorms, the inmate capacity was reduced to 1,926, with an additional 79 housed in the segregation unit. On July 2, 2002, its inmate population totaled 1,772.

List of wardens and years of tenure:

W. F. Amrine	1924 - 1935
T. C. Jenkins	1935 - 1939
W. F. Amrine	1939 - 1953
R. B. Eckle	1953 - 1962
E. B. Haskins	1962 - 1975
Roger Overburg	1975 - 1980
Arnold Jago	1980 - 1989
George Alexander	1989 - 1993
Melody Turner	1993 - 1997
Lawrence Mack	1997 - 2002
Marc Houk	2002 - present

OVERVIEW OF OHIO PRISONS

Lorain Correctional Institution

Located 18 miles south of Lake Erie in Grafton, Ohio in the north central section of the state, the Lorain Correctional Institution (LorCI) is approximately 30 miles southwest of Cleveland, Ohio. Construction of the prison on DRC farmland began while construction of the new Grafton Correctional Institution was still underway across the road. It was completed at a cost of \$45 million.

The Lorain Correctional Institution was designed and continues to function as a reception center for 22 northern Ohio counties. It received its first inmates in March 1990. LorCI shares a motor pool garage, warehouse, and firing range with the Grafton Correctional Institution. Accreditation was achieved in 1997 and continues in effect to date. On July 2, 2002, LorCI's inmate population was 1,629.

List of wardens and years of tenure:

Norm Hills	1989 - 1991
Carl Humphreys	1991 - 1991
Terry Collins	1991 - 1993
Norm Rose	1994 - 1995
Larry Seidner	1995 - 1998
Margaret Bagley	1998 - 1999
Gary Croft	1999 - 2001
Linda Thomas	2001 - present



Lorain Correctional Institution.

Madison Correctional Institution

Madison Correctional Institution (MaCI) received its first inmates in June 1987. Constructed at a cost of \$40 million, it has a physical design unique in Ohio corrections. Built in the shape of a butterfly, the MaCI compound has an administration building situated between two separate, fenced, campus style housing compounds. One compound is designated close and medium security. All but one housing unit on that side are celled. The other compound has all dormitory housing with a medium/minimum security designation. The unique architectural design has provided MaCI with a versatility that has enabled it to assume a unique and multi-faceted mission.

Housed on the medium/close compound are two special populations. The first are sex offenders who are temporarily assigned to the Sex Offender Risk Reduction Center (SORRC) for assessment of their risk to re-offend as well as for treatment programming recommendations. In addition, those inmates receive basic sex offender education services while there. While in that program they are confronted with the effects of their behavior and the impact experienced by their victims. Upon completion of the assessment and programming services, SORRC inmates are eligible for transfer to other institutions where treatment programming can be continued.

Youthful Offenders comprise the second unique population at MaCI. These inmates were under the age of eighteen at the time of their commitment. Either they were tried and committed as adults by the local common pleas court, or they were committed to the Department of Youth Services as juvenile commitments but failed to adjust there and were determined to require the more controlled environment offered within this unit. Because of their age, inmates within this unit have very special programming needs. Madison received its ACA accreditation in 1995 and had an inmate count of 2,017 on July 2, 2002.

List of wardens and years of tenure:

George Alexander	1987 - 1989
Rex Zent	1989 - 1994
Curtis Wingard	1994 - 1999
Ernie Moore	1999 - 2000
Alan Lazaroff	2000 - present

Supt's Residence, Reformatory, Mansfield, O.

Mansfield Correctional Institution

Mansfield Correctional Institution (ManCI) is located in a rural setting on Route 13 just north of the city of Mansfield. The impetus for construction of ManCI was the court-ordered closing of the 100-year-old Ohio State Reformatory on that same site. ManCI is a campus style facility situated on a 1,124-acre site with 18 buildings inside the perimeter fence and 20 additional buildings outside the perimeter fence.

ManCI was completed in 1990 at a cost of \$68 million and received its first inmates in September of that same year. A September dedication and daylong open house drew 20,000 citizens, who took that opportunity to view the new prison.

Mansfield Correctional Institution was the first Ohio prison to utilize the pre-cast concrete form of construction. All exterior celled walls were made with insulated and reinforced concrete, poured into forms at a factory in northern Ohio, allowed to cure, and then shipped to Mansfield where they were erected on site.

Also unique to ManCI's design are the two separate compounds within a single larger perimeter fence. The larger compound was designed to house a "close" security general population. The smaller compound, with celled housing of a heavier design and with its own control center, was intended for maximum-security inmates.

Many of ManCI's initial population were close and maximum-security inmates who were housed at the adjacent Ohio State Reformatory. Several hundred more inmates, who had been reduced in classification from maximum to close security, were transferred to ManCI from the Southern Ohio Correctional Facility (SOCF) at Lucasville. In January 1995, Ohio's death row was relocated from SOCF to the maximum-security compound within ManCI.

The institution operates the minimum-security Richland Correctional Camp and the 900 acre farm that is part of its property. ManCI achieved

ACA accreditation in its first year of operation and retains accreditation today. On July 2, 2002, its inmate population was 2,263.

List of wardens and years of tenure:

Eric Dahlberg	1990 - 1991
Dennis Baker	1991 - 1995
Carl Anderson	1995 - 1997
Ralph Coyle	1997 - 1998
Betty Mitchell	1998 - 2000
Margaret Bradshaw	2000 - present



Director Wilkinson, Warden Baker, and Lt. Governor DeWine display the Mansfield Correctional Institution's American Correctional Association plaque, 1991.

OVERVIEW OF OHIO PRISONS

Marion Correctional Institution

In 1948, the State of Ohio acquired 1,243 acres of land from the United States Government. The site was formerly a part of the Scioto Ordnance Plant. Some of the barracks on the site had been used to house WWII German prisoners-of-war. One German POW remains buried in the graveyard now used and maintained by the prison.

The State originally intended to house older youthful offenders from the Boys Industrial School in the barracks. That plan was soon changed, and instead the barracks were used to house inmates sent from the Ohio Penitentiary (OP) and the Ohio State Reformatory (OSR).

In June of 1950, the first group of inmates was transferred from Ohio Penitentiary to aid in the repair of the existing buildings on the property, and the OSR inmates arrived that November. For the next four years, Reformatory inmates were incarcerated on that site.

Construction of the buildings currently known as the Marion Correctional Institution began in 1952. The original prison design included only dormitories, however cellblocks were later added when it became apparent that inmates from the crowded Ohio Penitentiary would have to be sent to the facility. (Some thirty years later it was discovered that the original construction failed to include any steel reinforcements in the concrete block exterior walls - a failure since remedied.) The original design capacity of the prison was 1,122, and the cost of construction was \$8 million. In October of 1954, the first permanent cadre of inmates from the Ohio Penitentiary arrived.

Marion has a long and impressive tradition of innovative inmate programming. In the 1970's, it was the site for the unit managed "Project Newgate" program, which first offered college programming to Ohio inmates. Under "Project Newgate" MCI inmate participants were approved for release on furlough one year in advance of their actual release. During the following year, they took college classes that were to continue upon their release from prison. During that same period, Ohio's first residential inmate drug rehabilitation treatment program, "Papillon," was sited at

MCI. Like the "Newgate" program, it was unit managed. Marion Correctional Institution was the site of the nation's first prison-sponsored AMVETS chapter, and in the 1980's, the Marion Correctional Institution staff sponsored the world's first all inmate chapter of the Red Cross.

Taylor vs. Perini, filed in 1969, was the first significant intervention by the federal courts in the operation of Ohio's prisons. The plaintiff's filing alleged a wide range of deprivation of the inmates' constitutional rights at the Marion Correctional Institution. The parties negotiated a consent decree that specified numerous operational changes the institution agreed to make. Because the parties continued to dispute whether the institution was fulfilling its consent decree obligations, a "Special Master" was appointed in 1975 by the Federal Court to oversee the decree's implementation. (Toledo attorney Vincent Nathan, who had no previous corrections-related experience, served in that capacity. The MCI case became his first of many assignments as "Special Master" in several federal jurisdictions throughout the country. Probably the most famous of these was the Ruiz case, in which Mr. Nathan supervised the reformation of the entire Texas prison system.) The Taylor vs. Perini case was finally terminated in 1991.

For the last nearly twenty years, inmates at MCI have written, produced, and presented holiday musical pageants during the Christmas and Easter seasons. A sophisticated television production studio, the Prison News Network (PNN), produces many professional-quality video programs for airing on the institution's closed circuit television channel. MCI is now also the site of the nation's first Inter-Faith housing unit, where Jewish, Muslim, and Christian inmates live together in a dormitory setting and participate in programs designed to deepen their own chosen faith commitment while becoming more knowledgeable of other faiths. Marion Correctional Institution received its ACA accreditation in 1992. On July 2, 2002, it had a total inmate population of 1,772.

List of wardens and years of tenure:

Lamoyne Green	1954 - 1968
E.P. Perini	1968 - 1986
Norris McMackin	1986 - 1992
Shirley Rogers	1992 - 1996
Christine Money	1996 - present

Montgomery Education and Pre-Release Center

The Montgomery Education and Pre-Release Center (MEPRC) is a 350-bed, minimum-security prison populated by adult male inmates who are within one year of their release. The institution opened in May 1994.



Montgomery Education and Pre-Release Center.

During the dedication ceremony, Montgomery County Common Pleas Judge John Meagher said, "It is far better to educate and train people than to simply punish them. This facility is going to produce citizens who can first be proud of themselves as human beings and then take their place among us." Working closely with the Dayton community in the tradition established by the Dayton Correctional Institution, MEPRC has taken that goal as its mission. The institution offers a variety of programming specifically designed to assist the soon-to-be released inmates with their transition back to society.

Its location on a complex adjacent to the Dayton Correctional Institution (DCI) has allowed MEPRC to partner with DCI in a number of shared programming and service provisions, reducing total operating costs for both prisons. The MEPRC was first fully accredited by the ACA in 1995. On July 02, 2002, its inmate population count was 334.

List of wardens and years of tenure:

Gerald Huffman	1994 - 1997
Don DeWitt	1997 - 1999
Curtis Wingard	1999 - present

Noble Correctional Institution

The Noble Correctional Institution (NCI) is located in Caldwell, Ohio. The decision to build the prison in Noble County followed an extensive process reviewing many different proposals submitted by various com-

munities, each seeking a prison to be built in their area. At the groundbreaking ceremony on February 1, 1995, then Governor George Voinovich stated that, "southeastern Ohio would no longer be the forgotten part of the State. NCI will create jobs and progress for the area." Noble County officials described the announcement of the new prison's construction and the accompanying several hundred future jobs as "the biggest event in Noble County since 1949."

The design and construction of NCI proved to be quite challenging. Built on a hillside with a minimal area of level ground, the design of the prototypical dormitories then being built by the Department needed modification to reduce the size of their "footprint". The architects decided to "stack" the dormitories on top of one another. This two-story design was later replicated at the Richland Correctional Institution. Site preparation was extremely difficult. Bedrock lay just beneath the surface of the ground and explosives were used extensively to develop a level building site. Construction was completed at a total cost of \$31.6 million. The resulting institution has a panoramic view of the southeastern Ohio hills. The first inmates were received in September of 1996.

Once employees were hired to staff the new prison, the Noble Correctional Institution immediately became one of the largest employers in the county. The institution quickly developed a firm and close working relationship with the local community.

When sudden flooding devastated the village of Caldwell and Noble County in March of 1997, the prison became key in helping the community to recover. Potable water was packaged at the Pickaway Correctional Institution milk processing plant and delivered to NCI for distribution to those without a sanitary water supply. Inmates and staff at the prison worked in the community to help with the cleanup. The prison was also closely involved in the collection of donations for the relief of flood victims.

The Noble Correctional Institution houses medium and minimum-security inmates who numbered 1,841 on July 2, 2002. It received ACA accreditation in 1997.

List of wardens and years of tenure:

Thomas Haskins	1996 - 1999
Jeffrey Wolfe	1999 - present

OVERVIEW OF OHIO PRISONS

North Central Correctional Institution

The campus style North Central Correctional Institution (NCCI) was built in 1994 on prison farmland next to the Marion Correctional Institution at a cost of \$26 million. One of the "3rd" Generation" prisons, its design used the prototypical dormitory housing plan and pre-engineered steel buildings for administrative and service areas.

Seventy of its 90 acres are inside the double perimeter fence. The first inmates were received in November 1994, and accreditation from the American Correctional Association was achieved the following year.

NCCI has consistently been a leader in the utilization of technology to enhance its security systems. The institution makes extensive use of camera monitoring systems throughout the compound.

The North Central Correctional Institution piloted the now widely adopted "Spyder Alert System" that has replaced the "Man Down" alarm as the principal alarm device carried by DRC staff. It also was the first Ohio prison to install and use the 800-megahertz waveband Multi-agency Radio Communication System (MARCS) for wireless communications.

NCCI also serves as a benchmark for institution based Human Resource services. A strong commitment to employee involvement in the quality process, coupled with an outstanding employee recognition program has helped develop a community spirit within the institution workforce that allows them to reach out to the surrounding community in effective charitable enterprises. The inmate count on July 2, 2002, was 1,854.

List of wardens and years of tenure:

Rex Zent	1994 - 1995
John Morgan	1995 - 2001
Gordon Lane	2002 - present

North Coast Correctional Treatment Facility

The North Coast Correctional Treatment Facility (NCCTF) is a 552-bed, minimum-security prison located on the same complex as the Grafton Correctional Institution and the Lorain Correctional Institution.

The second of two experiments in privately operated prisons housing DRC inmates in a DRC owned facility, it was constructed at a cost of \$20 million.

The institution fulfills a legislative mandate to provide services dedicated to the provision of substance abuse programming for individuals convicted of felony drunk driving charges and to other inmates with serious histories of substance abuse.

CiviGenics was selected as the initial contractor to operate the new prison. It received its first inmates in February of 2000. CiviGenics operated the institution for one year, at such time a contract was awarded to the Management and Training Corporation, the same corporation that operated the Lake Erie Correctional Institution.

The North Coast Correctional Treatment Facility received American Correctional Association accreditation in 2001 and maintained an inmate count of 534 on July 2, 2002.

List of wardens and years of tenure:

CiviGenics

February 2000 - July 2001

.....	Larry Seidner
.....	Jeffrey Bates
.....	Rod Ellis
.....	James Schotten

Management and Training Corporation

Neil Turner	2001 - 2002
Jacqueline Thomas	2002 - present



North Coast Correctional Treatment Facility.

Northeast Pre-Release Center

Construction was completed in 1988 on the Northeast Pre-Release Center, adjacent to Interstate 77 in downtown Cleveland, Ohio at a cost of \$14 million. It received its first inmates that same year and remains the only DRC prison in the city of Cleveland. Built in what was at the time a high crime area, the institution has a fenced employee parking lot.

The prison was originally designed to serve as a 350-bed, adult male reintegration and furlough center. But the rising female offender population quickly forced a change in its mission. As of July 2, 2002, it housed 631 medium and minimum-security female inmates. Northeast Pre-Release Center has continuously held ACA accreditation since 1996.

List of wardens and years of tenure:

Ronald Edwards	1988 - 1988
Shirley Rogers	1988 - 1991
James Schotten	1991 - 1992
Fred Palmer	1992 - 1995
Norm Rose	1995 - 2001
Bennie Kelly	2001 - present

Oakwood Correctional Facility

The year 1993 marked the beginning of the transition from the Department of Mental Health (DMH) to DRC for mental health services long delivered to male DRC inmates. Prior to that time, when male DRC inmates were determined to be acutely mentally ill and dangerous to themselves or others, they were transferred to the custody of the DMH for treatment until they could be safely returned to DRC's custody. For decades, those services were provided by DMH at the Lima State Hospital.

In 1984, the DMH location for services was moved to the Oakwood Forensic Center on the grounds of the former hospital in a "newer" building, once known as the "Ascherman Unit." (Two years earlier, the Ascherman unit was the principal building used for the infant Lima Correctional Institution.)

Over the next few years, DMH invested several million capital dollars in the facility. A new cellblock wing, administration wing, and programs building were constructed. With completion of construction, the Facility

also began to accept female inmates who had previously received similar mental health treatment at the Timothy B. Moritz hospital in Columbus.

In 1993, the Department of Mental Health and DRC agreed to transfer the control and staff of the Oakwood Forensic Unit to DRC, although direction for the clinical, treatment, and programming aspects would continue for a time from DMH, via the Toledo Mental Health Center.



Oakwood Correctional Facility.

However, from that point forward, DRC wardens would serve as the Chief Executive Officer of the Center. Finally, in January of 1997, all the clinical staff, treatment staff, and programming responsibilities were also assumed by DRC and the Center was re-named the Oakwood Correctional Facility.

The Oakwood Correctional Facility maintains accreditation from both the American Correctional Association and the Joint Commission on Accreditation of Hospitals. On July 2, 2002, it had 170 inmate patients and cadre workers.

List of wardens and years of tenure:

Carole Shiplevy	1994 - 1994
Thomas Haskins	1994 - 1996
Barbara Brown	1996 - 1997
Kay Northrup	1997 - 1999
Chris Yanai	1999 - present

OVERVIEW OF OHIO PRISONS

Ohio Reformatory for Women

The Ohio Reformatory for Women (ORW) opened in September of 1916 when 34 female inmates were transferred from the Ohio Penitentiary in Columbus. Construction of the prison lasted four years and consisted of only one building known as the Administration or Harmon Building. It was named for Governor Judson Harmon, who was in office at the time.

ORW was located outside the small town of Marysville on 260 acres of land donated to the State of Ohio by Samuel and Mary Barr, Hiram and Jane Eliza Crotinger, and Lincoln and Lucy Baker. Through the years, inmates worked to serve others less fortunate than themselves. During World War II, inmates sewed towels for the United States

Navy, mended items for the American Red Cross, and bought war bonds. As late as the 1960's, inmates left the institution grounds to work in private homes and local government offices where they did housekeeping, gardening, and clerical work.

In the 1950's a male night watchman was hired to patrol the grounds and in 1953 the first male "guard" was hired. Male guards were assigned to work on exterior posts to control vehicular traffic and supervise inmate line movement. They were quick to respond to alarms, break up fights, or control minor disturbances. Most of the time, once a male guard appeared, the women stopped their misbehavior and prepared to go to lock-up. Sometimes, even now, prior to a fight the words "call the guard" can still be heard. In 1961, Clearview School opened and ORW became the first prison in Ohio to have an approved Adult Education Program. In 1968, inmates were permitted personal clothing items. The first fence was erected in 1979, and it was ten feet high topped with

three rows of barbed wire. In 1986, Unit Management was implemented to provide better services, supervision, and programming to inmates. That year ORW's first male warden, H.L. Morris, was appointed and a second fence was added.

The past decade brought many changes to ORW. In 1990, Governor Celeste acknowledged the Battered Women Syndrome and released 25 inmates whose

crimes involved domestic violence. He commuted the sentences of the four women on Death Row to either Life or Life without Parole.

Babies returned to ORW in 2001, after House Bill 661 was signed into law by Governor Taft allowing ORW to open a residential nursery. The Achieving Baby Care Success (ABC'S) Nursery officially opened in June 2001, allowing mothers of

infants born while incarcerated to maintain custody of and bond with their newborns while receiving intensive programming.

Through the years, ORW has undergone many changes. A population of 34 inmates has grown to over 1,700. The 18 staff of 1916 now numbers more than 500, of which 265 are correction officers. One building multiplied into 22 and a prison that once was on the outskirts of a small town is now within the city limits.

List of wardens and years of tenure:

Louise Mittendorf	1916 - 1936
Marguerite Reilly	1936 - 1957
Martha Wheeler	1957 - 1974
Dorothy M. Arn	1974 - 1987
Harry Morris	1987 - 1992
Christine Money	1992 - 1996
Shirley Rogers	1996 - 1999
Deborah Timmerman-Cooper	1999 - present



Ohio Reformatory for Women.

Ohio State Penitentiary

The vision for the Ohio State Penitentiary (OSP) began as a response to the 1993 Lucasville riot and a sorely needed solution to the rising number of offenders that continually demonstrated behavior detrimental to the security of the existing prisons. Careful consideration and research went into the concept, design, and function of the Ohio State Penitentiary.

Prison directors, wardens, and deputy wardens toured Super-Max facilities across the nation. Particular attention was given to the design of the Colorado Super-Max (CSP). OSP utilized this design as a prototype. Construction of such a facility called for state-of-the-art technology that would ensure the high level of security needed to house Ohio's most violent and predatory prisoners. The projected design and construction called for a three-building complex at the cost of \$65 million. A 500-bed, High-Max facility was constructed with eight control centers that make up the core of the prison. From this central core, housing units radiate like wheel spokes, each containing up to sixteen cells.

The Ohio State Penitentiary Correctional Camp (OSPCC) was constructed dormitory-style to hold 180 beds. The third building is a combination warehouse, central heating plant, maintenance garage, and automotive garage. The high-end technology installation included pneumatic locking devices throughout the prison, proximity card readers to control access to selected doors, touch screen computer technology, biometric hand reading system to identify staff and contractors, fiber-optic cable, personal alarm system, and an extensive video recording system.

The first inmates transferred to the compound were minimum-security inmates to OSPCC on February 9, 1998. Construction of OSP was completed in April of 1998. On May 4, 1998, the Ohio State Penitentiary received inmates. A unique position was created in April 1998, with the residual Southern Ohio Correctional Facility (SOCF) riot legal issues in mind, when a paralegal was hired in the Legal Services Department.

The legal library was completed and made available to the inmate population by September 1998. The library included computerized research capabilities, books, and forms.

By August 1998, security policies were in place and protocol set to hold all High-Maximum inmates in their cells 23 hours a day with one hour permitted for individual recreation. The Austin v. Wilkinson, et. al. lawsuit went to trial in January 2002. In March of 2002, Judge Gwin handed down his decision for the lawsuit Austin v. Wilkinson, et. al., and the first mental health monitor came to OSP as part of the lawsuit settlement for mental health and medical issues in April of 2002. Classification issues continue to be scrutinized as a result of Judge Gwin's decision.

The correctional camp is highly involved in Community Service and an Inmate Speak-out Program allows minimum-security inmates to speak to various schools within the Mahoning and Trumbull County area relating to poor decision-making and peer pressure. Inmates have spoken to over 5,000 students in a 4-month time period.

The Jubilee Garden Project harvests various plants and vegetables for donation to local food shelters. OSP has donated more than 4,000 plants. Adopt-A-School inmates read books on tape for students who cannot read. They design, draw, and paint various pictures for teacher classrooms. Other completed projects include drawing sign language flash cards for deaf students and tracing number lines. All projects are completed and dropped off weekly at Mary Haddow School. The institution was awarded ACA accreditation in 2001. Its population in July of 2002 was 511.

List of wardens and years of tenure:

David Johnson	1997 - 2000
Todd Ishee	2000 - present



Ohio State Penitentiary.

OVERVIEW OF OHIO PRISONS

Pickaway Correctional Institution

In the late 1970's and early 1980's, DRC struggled to deal with the burgeoning inmate population. Although legislation to construct new prisons was passed in 1982, the timeframe for constructing and activating the new prisons was inadequate for the immediate need for inmate housing.

One strategy to meet that need was to convert unused Department of Mental Health, Department of Youth Services, and Department of Mental Retardation institutions for use as prisons. The Pickaway Correctional Institution, originally named the Corrections Pre-Release Center, was converted from its previous use by the Department of Mental Retardation. For a brief time following its opening as a DRC institution in April of 1984, PCI housed both male and female inmates in its pre-release capacity. Eventually, it evolved into the all-male inmate facility it is today.

There are twenty-five acres inside PCI's main compound. The complex on which PCI is located also contains the former Orient Correctional Institution, the Corrections Training Academy, and the Correctional Reception Center. PCI maintains the heat and water treatment plants that provide service to the entire complex, as well as operating a farm and a dairy processing plant. A meat processing plant will soon be constructed. When the adjacent Orient Correctional Institution closed in the Spring of 2002, PCI assumed responsibility for the operation of the Limited Duty Unit and the Frazier Health Center on that compound. PCI's minimum camp inmates were moved onto that compound.

Because of its minimum-security classification and proximity to Columbus, PCI often provides inmates for responsibilities in support of state government. Minimum-security PCI inmates perform maintenance

and food service duties at the Corrections Training Academy. A construction detail crew works at Central Office and PCI inmates work to maintain the grounds at the Governor's residence. Intermittently, PCI inmates have been utilized for maintenance duties at



One of the buildings on the State Custodial Farm at Orient.

the Statehouse as well. PCI received its initial accreditation from the ACA in 1997. On July 2, 2002, its inmate population was 1,991.

List of wardens and years of tenure:

Randy Gortz	1983 - 1985
Norm Hills	1985 - 1987
James Jackson	1987 - 1993
George Alexander	1993 - 1997
Dianne Walker	1997 - 1999
Mohammad Chaudhry	1999 - 2001
William Tanner	2001 - present

Richland Correctional Institution

Richland Correctional Institution (RiCI) was built on the original site of the old Ohio State Reformatory in Mansfield, Ohio. Construction costs for the 78-acre campus-style, open-bay dormitory institution totaled \$44,844,838.

The first inmates were received on December 17, 1998. A variety of vocational and academic education programs are available at RiCI, and these fulfill the mission of this Vocational and Career Technical

Education theme institution. Ashland University offers four job oriented certificate programs: Pre-Employment, Basic Management, Office Skills, and Hospitality Management. Additionally, inmates are provided an opportunity to work with individuals certified in sixteen different trades through the Apprenticeship Program. There are also 11 Career-Technical Education Programs available to the inmate population. These programs link with the Reentry Initiative, which provides linkages to community services and assists in post-release activities.

A program unique to RICI is the Annual Skills Day Competition. This allows inmate students and apprentices from academic, career-technical, and advanced job training programs to showcase the talents and skills they have acquired. Staff from other institutions, as well as outside guests from the community, judge the students in a variety of competitions.

RICI has developed short, targeted, in-service training modules to address issues of inappropriate staff-inmate relationships, excessive conduct reports, and use of force. These training modules were developed to help transfer the experience and "correctional wisdom" of senior staff to the younger, inexperienced staff. Using a "Back to Basics" approach to training, staff built the modules from the ground up. Objective data from before and after the in-service training modules determined significantly less instances of inappropriate staff-inmate relationships, fewer conduct reports being written, and fewer instances of use of force incidents. RICI received its initial accreditation from ACA in 2000. The inmate population in July 2002 was 2,247.

List of wardens and years of tenure:

Larry Seidner	1998 - 1999
Margaret Bagley	1999 - 2000
Toni Brooks	2000 - 2001
Norm Rose	2001 - present

Ross Correctional Institution

In 1980, House Bill 1033 authorized the study and development of a new statewide reception center in Chillicothe, Ohio. The resulting design incorporated the "telephone pole" style of architecture that had been prevalent in the preceding three decades.

However in April of 1983, before construction could begin, new DRC Director Richard P. Seiter ordered a re-design of the facility. The result was a "new-generation" campus style prison that would house a medium security population. (A new reception center was ultimately built in Orient, Ohio.)

Groundbreaking for the new construction in September of 1983 was on farmland operated by the Chillicothe Correctional Institute. It included a new water and wastewater treatment plant, a stand-alone fenced minimum-security camp, and a celled medium security prison with two identical compounds separated by shared program and support service buildings. Named the Ross Correctional Institution, the new prison opened in March of 1987. It initially incarcerated Reformatory inmates in the north compound and penitentiary inmates in the south compound. Because of the differing legal status of the two, they were kept separate. The legal distinction between Reformatory and Penitentiary inmates was eliminated by legislation passed later that year, and the compound was then able to operate as a single medium-security prison.

In 1995, the Department again took advantage of RCI's architectural design when it converted the north compound to close security. Additional fencing, lighting, and other security-enhancing systems were put in place at that time. In 1992, the Ross Correctional Institution achieved ACA accreditation. On July 2, 2002, it had a total inmate population of 2,099.

List of wardens and years of tenure:

Gary Mohr	1987 - 1991
Ronald Edwards	1991 - 1997
Terry Collins	1997 - 1999
Don DeWitt	1999 - 2001
Pat Hurley	2001 - present



Ross Correctional Institution.

OVERVIEW OF OHIO PRISONS

Southeastern Correctional Institution

In the late 1970's, the Department of Youth Services closed the Boys' Industrial School that had provided controlled supervision of juvenile offenders since the beginning of the century. The famed comedian Bob Hope was one of the youths committed to the school



for a period of time. Situated on the southeastern side of Lancaster, the school had no perimeter fencing or towers. Boys who ran off were soon apprehended in the wooded hilly terrain. The local inhabitants did not perceive offenders committed there as a threat, and with its gothic collection of buildings, the school was considered a landmark by the community. Conversion of the property to a medium security prison, complete with a double perimeter fence and towers, was not initially well received by some sections of the community. A minimum security housing unit outside the secure perimeter was also developed. Nevertheless, the modifications necessary for a prison were completed, and the Southeastern Ohio Training Center (SOTC) received its first inmates in January 1980.

In time, as a result of the prison's extensive involvement with community advisory boards, local law enforcement agencies, and community service initiatives, the surrounding community came to recognize its value as a good neighbor. In 1986, the institution's name was changed to more accurately reflect its mission - the Southeastern Correctional Institution.

SCI was selected as the site for Ohio's first legislatively-mandated inmate Boot Camp. In 1991, Camp Reams opened with a capacity to supervise 100 inmates. Under the Boot Camp concept, relatively young offenders, not yet considered incorrigible, were given intensive programming in a highly disciplined and structured environment during a compressed time frame, leading to an early release with closely monitored community supervision. In theory, the relatively high unit cost of the operation was offset by the rapid cycling of its participants through the prison system and a hoped for improved recidivism rate.

In recent years, DRC has invested millions of capital dollars to replace many of the century old buildings on the SCI compound. A new food service building and dormitories are significant additions.

In 1999, SCI achieved accreditation by the American Correctional Association. The inmate population on July 2, 2002, was 1,423.

List of wardens and years of tenure:

Harrison Morris	1980 - 1983
Terry Morris	1983 - 1985
Anthony Brigano	1985 - 1988
Ben Bower	1988 - 1992
Norris McMackin	1992 - 1994
Betty Mitchell	1994 - 1996
Stephen Huffman	1996 - 1997
Robert Hurt	1997 - 2002
John Dean	2002 - present



Southern Ohio Correctional Facility

Construction of the Southern Ohio Correctional Facility (SOCF) began June 28, 1968. Built at an original cost of \$32.5 million, SOCF was intended to replace the aging Ohio Penitentiary in Columbus, as Ohio's only maximum-security prison. SOCF's design had three separate housing wings. Two wings (L and K blocks) each had eight cellblocks with 80 cells each and were intended as general population housing units. The third wing (J block) had four cellblocks, some of which were smaller, and was intended for use by inmates in segregated confinement and those on death row. An additional cellblock was located in the area of the infirmary for convalescing inmates.

Built to the standards of the day, descriptions of the new prison included "cellblocks painted with attractive colors; floors covered with ceramic and quarry tile; and a combination of paneling, tile, and old and new brick making the building attractive." The facility was designed to prevent a high concentration of inmates housed in its 1,640 cells from forming in any one place at one time.

On Easter Sunday afternoon in 1993, SOCF was the site of what would become the longest and most deadly inmate riot in Ohio prison history. As they returned from afternoon outdoor recreation, inmates took control of all eight cellblocks in the "L" side complex, taking twelve employees hostage. The inmates retained control of "L Block" for eleven days, and before their surrender, destroyed many of the cellblocks' interior fixtures. During the eleven-day siege, the rioting inmates murdered one of their hostages - Correction Officer Robert Vallandingham. The rioters also murdered eight inmates. Inmates locked on "K Block" murdered a ninth inmate in his cell while the riot was in progress.

The Ohio State Highway Patrol was charged with the investigation of the criminal conduct of the inmates during the riot. For several months the entire "L" complex was sealed as a crime scene. A team of special prosecutors was assigned to the case, and ultimately dozens of inmates were tried and convicted for offenses ranging from aggravated murder, to aggravated assault and riot.

In addition to the criminal investigation, DRC, the State Legislature, and the union representing DRC

employees each conducted investigations into the events and cause of the riot. The operational and physical plant reforms that resulted were numerous. Most significant were a \$40 million renovation to the general population and segregated housing areas that significantly "hardened" the security of the physical plant and the establishment of single celled housing throughout the prison. The lessons learned at Lucasville spawned significant changes elsewhere in DRC, including modification of the inmate classification system, improvements in monitoring and controlling inmate gangs, and changes in security procedures.

By 1995, although no Ohio inmate had been executed in more than 30 years, it became apparent that executions would likely resume. Recognizing the emotional strain caused by both housing and executing condemned inmates, the Department relocated Death Row from SOCF to the Mansfield Correctional Institution, where the inmates remain until their execution is imminent. Prior to the riot, Ohio's death penalty was modified to include the option of lethal injection to electrocution for a condemned inmate. Since February of 1999, five inmates have been executed by lethal injection. In 2002, Ohio law was again modified to exclude electrocution from use in executions. The electric chair that had previously been used at the Ohio Penitentiary to execute 312 men and 3 women over a 104-year period was removed from SOCF and donated to the Ohio Historical Society.

Originally accredited in 1992, it was a testament to the fortitude and professionalism of the SOCF staff that the prison was re-accredited in the years following the riot. It continues to maintain that accreditation to this date. On July 2, 2002, its inmate population totaled 1,391.

List of wardens and years of tenure:

William Whealon	1971 - 1973
Joseph Havener	1973 - 1975
Arnold Jago	1975 - 1980
Ronald Marshall	1980 - 1985
Terry Morris	1985 - 1990
Art Tate	1990 - 1993
Terry Collins	1993 - 1997
Stephen Huffman	1997 - 1999
Harold Carter	1999 - 2001
James Haviland	2001 - present

OVERVIEW OF OHIO PRISONS

Toledo Correctional Institution

The City of Toledo actively sought selection as the location for construction of Ohio's close-security prison. Toledo Correctional Institution (ToCI) would be built in an area formerly known as "Goose Hill," a spot blighted by unofficial dumpsites and run-down homes. The location choice resulted in a \$7 million city cleanup of the site prior to construction.



Governor Bob Taft attends the Toledo Correctional Institution Ribbon Cutting Ceremony, 2000.

Groundbreaking for the facility occurred on April 23, 1997, under the direction of then-Governor George V. Voinovich and Department of Rehabilitation and Correction Director Reginald A. Wilkinson. The ceremony, attended by many city, county and state officials, marked the beginning stages of the final chapter in the Department's book of prison construction.

ToCI is an all male, adult, close-and minimum-security facility located near the northeast corner of downtown Toledo. The institution grounds cover approximately 45 acres and are sited relatively close to residential areas. The close-security building, designed to house 1,000 inmates, is fenced in and completely separate from the minimum-security camp (ToCC), which is designated for up to 186 lower-level offenders. As construction of the minimum-security camp drew to a close, a ribbon cutting ceremony attended by Governor Bob Taft, was held on July 19, 2000. On July 2, 2002, its inmate population totaled 750.

On March 6, 2002, Toledo Correctional Institution passed its first American Correctional Association accreditation audit. Such an accomplishment continues the tradition of the Department of Rehabilitation and Correction maintaining full accreditation.

List of wardens and years of tenure:

Khelleh Konteh 1999 - present

Trumbull Correctional Institution

Trumbull Correctional Institution (TCI) is a close-security institution located in Trumbull County, an area of interesting history in northeastern Ohio. Originally part of the Connecticut Western Reserve, Trumbull County was named in honor of Jonathan Trumbull, then-Governor of Connecticut.

TCI took approximately three and one-half years to construct at a cost of nearly \$38 million. In 1995, Trumbull Correctional Camp (TCC), a minimum-security facility, was completed at a cost of over \$4 million.

The institution is located on 130 acres of state owned property and has campus style architecture with 19 buildings at TCI and two buildings at TCC. TCI also has a Residential Treatment Unit (RTU), which addresses the needs of special inmates who are mentally challenged.



Kairos meeting held at Trumbull Correctional Institution.



Froumbull Correctional Institution.

TCI is proud to claim 389,322 hours of community service by inmates from 1999 through 2001. This includes participation in painting, cleaning, artwork, the Ohio Reads Program, and other significant contributions.

Ohio Penal Industries has a computer refurbishing shop on TCI grounds, which refurbishes donated computers for schools and non-profit organizations throughout Ohio. TCI received its initial accreditation from ACA in 1996. The inmate population in July of 2002 was 1,428.

List of wardens and years of tenure:

James Schotten	1992 - 1996
Betty Mitchell	1996 - 1998
Khelleh Konteh	1998 - 1999
Julius Wilson	1999 - present

Warren Correctional Institution

On August 15, 1989, Warren Correctional Institution (WCI) received its first load of inmates. The first two original load lists dated August 9, 1989, and August 25, 1989, are still on display at this close-security prison located on the far west outskirts of Warren County in Lebanon, Ohio.

Part of the original history of WCI includes the opening of the Warren Correctional Camp (WCC) in May 1988. WCI maintained and operated WCC until it was turned over to the Lebanon Correctional Institution on April 1, 1997. It is now the Lebanon Correctional Camp.

One of the original missions of WCI was to open and maintain a Protective Control Unit within the prison. WCI continues to be the only prison in the southern region of the state that houses inmates requiring protection from others. In 1995, the original Protective Control Unit was converted to the Residential Treatment Unit, which provides for the delivery of mental health services for inmates from the southern cluster of the state.

Almost since its inception, WCI has been a "community service prison," by making teaching aids for Crayons to Computers, props and displays for the Cincinnati Flower Show, or training dogs for the Pilot Dog Program and the Warren County Humane Society. Children are a priority partner for WCI. Inmates silk screen T-shirts for literally hundreds of school children at the institution's Adopt-A-Schools, sew tens of thousands of Happy Hats for children in the hospital, make "STUBBY" bears to give to needy children in the community and counsel "at-risk" youth through the Juvenile Offender Program.



Warren Correctional Institution.

In 1995, WCI forged a unique relationship with the Ohio Center of Science and Industry (COSI) by packaging science packets for distribution to every public and private sector school in Ohio. Each student in grades kindergarten through twelve receives a science packet. Over the years test tubes, rubber bands, bottle caps, soybeans, drinking cups, plastic eyedroppers, etc., have been packaged. In January 1994, the American Correctional Association accredited WCI.

List of wardens and years of tenure:

Anthony Brigano	1989 - 2002
Wanza Jackson	2002 - present

CLOSED INSTITUTIONS

Ohio Penitentiary, Closed August, 1984

The Ohio Penitentiary (OP), the first state prison was built between 1813 and 1815 on a 10-acre site fronting on Scioto Street (now 2nd Street) and Mound Street at or near the place where the Columbus Cultural Arts Center now stands. This simple struc-



ture, the ancestor of all the huge fortresses that followed, was only 60 by 30 feet, with prisoners housed in 13 cells on the third floor. It opened for business on August 8, 1815, with the incarceration of brothers Hank and Dale Evans from Pickaway County (or Jack and David Evans, according to another history) for assault with intent to murder. The Evans brothers were convicted under a new state law prescribing prison rather than whipping for assaults or thefts involving more than \$10 in cash or goods.

The prison was full within one year, leading the General Assembly to commission a 54-cell institution on the same site, designed for 100 prisoners. Finished in 1818, this penitentiary had unheated cells, hay mats on the floor, and recurring cholera epidemics. This place of penance, complete with subterranean solitary confinement "holes," was officially named the "Ohio Penitentiary" in 1822. Due to the overcrowding of this second facility, legislation to build the Ohio Penitentiary was enacted on February 8, 1832. After visiting existing prisons nationwide, officials decided to pattern the new prison after the Wethersfield prison of Connecticut. The building was to contain 700 cells and the surrounding walls were to be 24-feet high.

Construction of the new prison began in March 1833. On October 28 and 29, 1834, 189 prisoners were marched under guard from the second facility to the partially finished, new Ohio Penitentiary on Spring Street. The Ohio Penitentiary was finally completed in October 1837 at a cost of \$93,370.50. A section for women, containing eleven cells, was built outside the main walls in 1837. Women were housed at the Ohio Penitentiary from 1837 until 1916, at which time they were transferred to the newly opened Ohio Reformatory for Women in Marysville, Ohio.

An epidemic of Asiatic cholera broke out in the winter of 1849 at the Ohio Penitentiary claiming the lives of over 100 residents. Prisoners pleaded for pardons to extricate themselves from the macabre death scene. The following spring Governor Myers Y. Cooper granted 52 pardons for persons who had remained throughout the epidemic. On July 31, 1885, the first person was hung within the confines of the Ohio Penitentiary.

In 1897, the first electric chair was installed. The electric chair's last use was March 15, 1963. On April 21, 1930, fire struck the penitentiary. It is alleged that the fire was started by an inmate who placed a candle in a pan of oil for use as a timing device for a planned escape. The fire was supposed to ignite while the inmates were at their evening meal. However, due to a brisk wind that evening, it did not ignite until after the inmates had returned to their cells, been counted and locked down. The fire started in the North block, sweeping southward through the blocks. Three hundred and twenty-two inmates lost their lives in the inferno. Suffocation claimed the lives of most of the victims. Of the 4,214 inmates, one inmate escaped and was recaptured shortly afterwards. Many inmates were noted as performing heroic acts to save lives and received pardons from the governor.

During the Depression years, the inmate population exceeded 5,000 inmates. Approximately 1,300 new inmates were received in 1939 alone. During the mid-1950's some prisoners were used in science experiments. Tularemia (rabbit fever) was induced in Ohio Penitentiary prisoners by Ohio State University physicians conducting germ warfare experiments for the

Army. Tularemia causes influenza-like symptoms (chills, fever, headaches) and can result in death if left untreated. No inmates died from the experiments.

On June 23, 1968, a riot related fire erupted destroying at least one older building. During the riot it was noted that there was violence and destruction before order was finally restored. Shortly thereafter, on August 20, 1968, another riot erupted among the inmates confined in the close security area. They overpowered and took nine guards hostage. The National Guard and other law enforcement officials finally quelled the situation and affected the release of the hostages. It was necessary to simultaneously blast holes in the roof and front wall of the cellblock where the guards were locked in cells on an upper tier. Five inmates died during the riot and the institution sustained physical damage.

The Ohio Penitentiary served as the State's only maximum-security institution until the early 1970's. Governor James A. Rhodes ordered a replacement maximum-security prison to be built in remote Lucasville, Ohio. Most prisoners were removed from the OP by 1972 with the completion of the Southern Ohio Correctional Facility. From 1973 to 1976, the prison became the Columbus Medical Center. In 1976, it was renamed the Correctional Medical and Reception Center and served as both a medical and reception prison. In 1978, the facility was renamed the Columbus Correctional Facility and served primarily as a reception center until it closed.

In 1984, the old Ohio Penitentiary was finally closed by a Federal Court Order to satisfy the requirements of *Stewart vs. Rhodes*. Most of the staff transferred to the Orient Correctional Institution. The buildings and land of "The Walls" were sold to the City of Columbus for \$1 for future downtown development. In 1998, the Ohio Penitentiary was razed for a parking lot that became part of the Nationwide Sports Arena and the home for the Columbus Blue Jackets, an expansion team for the National Hockey League.

List of wardens and years of tenure:

Nathaniel Medbury	1834 - 1838
W. B. Van Hook	1838 - 1841
Richard Stadden	1841 - 1843
John Patterson	1843 - 1846
Lauren Dewey	1846 - 1850

List of wardens and years of tenure continued:

Samuel Atkinson	1850 - 1851
Dan W. Brown	1851 - 1852
A. G. Dimmock	1852 - 1854
Samuel Wilson	1854 - 1855
J. B. Butles	1855 - 1856
John Ewing	1856 - 1858
L. G. Van Slyke	1858 - 1860
John A. Prentice	1860 - 1862
Nathaniel Merion	1862 - 1864
John A. Prentice	1864 - 1866
C. C. Walcutt	1866 - 1869
Raymond Burr	1869 - 1872
G. S. Innes	1872 - 1875
John H. Grove	1875 - 1878
J. H. McWhorter	1878 - 1879
B. F. Dyer	1879 - 1880
Noah Thomas	1880 - 1884
Isaac Peetry	1884 - 1886
E. G. Coffin	1886 - 1890
B. F. Dyer	1890 - 1892
C. C. James	1892 - 1896
E. G. Coffin	1896 - 1900
W. N. Darby	1900 - 1903
E. A. Hershy	1903 - 1904
O. B. Gould	1904 - 1909
T. H. B. Jones	1909 - 1913
P. E. Thomas	1913 - 1935
J. C. Woodard	1935 - 1939
F. D. Henderson	1939 - 1948
R. W. Alvis	1948 - 1959
B. C. Sacks	1959 - 1961
E. L. Maxwell	1961 - 1968
M. J. Koloski	1968 - 1968
H. J. Cardwell	1968 - 1973
L. G. Ridenour	1973 - 1973

Name of Ohio Penitentiary changed to: Correctional Medical Center

S. M. Patterson	1973 - 1976
-----------------	-------	-------------

Correctional Medical and Reception Center

N. E. Kette	1976 - 1978
-------------	-------	-------------

Columbus Correctional Facility

D. R. McKeen	1978 - 1980
T. D. Taylor	1980 - 1984

CLOSED INSTITUTIONS

Ohio State Reformatory, Closed December, 1990
The Ohio State Reformatory (OSR), located one mile northeast of Mansfield, Ohio, was considered the largest institution of its kind in the United States when it opened September 17, 1896. The cornerstone was officially laid on November 4, 1886; however, due to numerous funding and construction delays, the prison was not ready for occupancy for ten years.

Originally intended to be an Intermediate Penitentiary to serve young, first time offenders, OSR received its first 150 inmates from the Ohio Penitentiary on Spring Street in Columbus, Ohio. These inmates finished construction of the prison's sewer system and built the 25-foot stone wall that surrounded the fifteen-acre complex. This wall was referred to as the Whiskey Wall, after a special tax was excised on whiskey to help pay for the completion of the wall. The name of the Intermediate Penitentiary was changed to Ohio State Reformatory on April 24, 1891. Originally the inmates were housed in five tiers on the West Cell Block. In 1908 the population at OSR increased to 1,000 incarcerated inmates. The increase was made possible by the completion of the East Cell Block, the largest freestanding cellblock in the world, containing 300 cells with six tiers. This block eventually housed 1,200 inmates in its six by seven foot cells. Several camps were opened and affiliated with OSR.

In 1913 the Ohio Soldiers and Sailors Home and Mt. Vernon Sanitarium Honor Camps were established. J-Dorm and the Grafton Dorm were completed in 1929. With this expansion, the population at OSR and its camps reached 3,372 in February 1933. The Osborne Camp, the final expansion, was opened in 1949.

With the 1960 opening of the Lebanon Correctional Institution as a reformatory, OSR assumed the mission of a reception center for all reformatory inmates and from December 1981 until February of 1985, it functioned as the reception center for all northern Ohio counties. The Reformatory ceased as a receiving institution when the Lorain Correctional Institution was activated as the reception center for the north.

From the time the Reformatory opened until the latter half of the 20th century, the building in front of the cellblocks served as administrative office space, housing for the warden, his family, and other key staff and their families. The attic space above the cellblocks served as bachelor officer quarters.

Inmates provided housekeeping and cooking services for the residents. On Sunday afternoons in good weather, an inmate band performed public concerts by the small pond in front of the institution.

In addition to farming operations, the principal inmate operated industry at the Reformatory was the furniture factory. Rough sawn wood was planed and dried in kilns before being fashioned into furniture for the living quarters as well as library tables or roll top desks and office chairs for Ohio's public institutions. Some examples of the inmate craftsmanship from the factory can still be found in Ohio prisons today.

During the second half of the twentieth century, maintenance of the Reformatory's infrastructure became increasingly difficult. In addition to the declining physical conditions, the Reformatory's architecture did not lend itself to modern correctional programming.



Mansfield Prison Gate.



Old photograph of the Ohio State Reformatory.

The tremendous growth of the Department of Rehabilitation and Correction (DRC) made it more difficult to effectively address the needs of the Ohio State Reformatory. The Council for Human Dignity, a coalition of civic and church groups, filed a lawsuit on behalf of the 2,200 inmates housed at the prison, citing "brutalizing and inhumane conditions."

In 1983, OSR fell under the Boyd Consent Decree, which required the institution to make a number of changes in its operation. It also sought the closure of the prison. DRC entered into a settlement agreement negotiating to replace the Reformatory's cellblock housing by the end of 1986. In the interim the Department committed to make significant physical renovations and implement extensive operational changes to impact every aspect of inmate life in prison.

Mansfield Correctional Institution was built to effect these changes. The tentative date of the Reformatory's closure was delayed until construction on the Mansfield Correctional Institution was complete. On December 31, 1990, OSR officially closed and the inmates were transferred to various institutions. The gothic architecture of OSR, resembling a European castle or chateau, is unique and has drawn

the attention of filmmakers. The following movies have been filmed on the grounds of OSR: "Harry and Walter Go To New York," with Elliot Gould and James Caan, "Tango and Cash," starring Kurt Russell and Sylvester Stallone, "Shawshank Redemption," with Morgan Freeman, and "Air Force One," with Harrison Ford. The Historical Society of Mansfield operates a tour program of the old institution and sells souvenirs in a small store, formerly the superintendent's office complex. Efforts are currently underway with volunteer labor and financial donations to restore parts of the original administrative area and cellblocks.

List of wardens and years of tenure:

W. J. Patterson	1896 - 1898
W. D. Sefton	1898 - 1902
J. A. Leonard	1902 - 1918
T. C. Jenkins	1918 - 1935
Arthur L. Glattke	1935 - 1949
George J. Allarding	1949 - 1963
M. J. Koloski	1963 - 1966
Bennett J. Cooper	1966 - 1970
B. I. Barton	1970 - 1972
C. White	1972 - 1975
Frank H. Gray	1975 - 1983
Eric G. Dahlberg	1983 - 1990

CLOSED INSTITUTIONS

Orient Correctional Institution, Closed April, 2002

The Orient Correctional Institution (OCI) opened in June 1984 and is located within the Orient complex, fifteen miles southeast of Columbus.

The complex, formerly known as the Orient Developmental Center (a facility for mentally disabled), was divided into OCI, the Pickaway Correctional Institution (PCI), and the Corrections Training Academy (CTA). Most of OCI's building structures were constructed in the early 1900's. In 1952, the Kirk School was built and the Frazier Health Center, the newest building, opened in 1975.

The opening of OCI as a medium-security prison may be attributed to the closing of the Columbus Correctional Facility, better known as the Ohio Penitentiary (OP). OCI remained in operation for eighteen years; however, in April 2002, it was mothballed due to a decline in economic conditions in Ohio and the nation.

Initially, the physical plant was not conducive to housing offenders as there were false ceilings in most buildings and housing units, tunnels were not designated on blue prints, and inmates tapped into phone lines to make unauthorized and unmonitored calls. Nonetheless, staff developed plans to overcome these issues and prevail with security and safety measures. Although Orient closed the doors as an operational prison, the legacies left behind will not be forgotten.

OCI established many firsts. The Frazier Health Care Center was the first centralized, comprehensive medical service for incarcerated offenders throughout Ohio. Services provided by the health care center included dialysis treatment, in-patient and outpatient medical services, as well as long and short-term acute medical care. The hospital housed eight wards with a 97-bed capacity. The health care center included the

first prison based hospice unit in the country. The facility also established a unit for "limited duty" inmates suffering from chronic medical conditions while housing specialized populations and inmates who were disabled.



Orient Correctional Institution closed on April 21, 2002.

OCI was also a forerunner with inmate programming and was one of the first institutions to begin a "Juvenile Offender Program" in conjunction with Pickaway County Probate Court. In addition, one of the first residential drug treatment programs was established at OCI.

Orient was the first institution to pilot and implement the Unit Management concept. OCI was known for dedicated and caring employees. The staff members working at this unique institution gained valuable experience and shared this knowledge as they moved forward to new destinations.

List of wardens and years of tenure:

T. D. Taylor	1984 - 1985
Terry Morris	1985 - 1985
Thomas Stickrath	1985 - 1988
David Baker	1988 - 1991
John Littlefield	1991 - 1995
Alan Lazaroff	1995 - 2000
Robert Beightler	2000 - 2002

MAP OF OHIO PRISONS



ACI- Allen Correctional Institution, Lima
 BeCI- Belmont Correctional Institution, St. Clairsville
 GCI- Grafton Correctional Institution, Grafton
 LCI- Lima Correctional Institution, Lima
 LorCI- Lorain Correctional Institution, Grafton
 ManCI- Mansfield Correctional Institution, Mansfield
 MCI- Marion Correctional Institution, Marion
 NCCI- North Central Correctional Institution, Marion
 NEPRC- Northeast Pre-Release Center, Cleveland
 OCF- Oakwood Correctional Facility, Lima
 OSR- Ohio State Reformatory - **Closed**
 ORW- Ohio Reformatory for Women, Marysville
 OSP- Ohio State Penitentiary
 RIC- Richland Correctional Institution
 TCI- Trumbull Correctional Institution, Leavittsburg
 ToCI- Toledo Correctional Institution (ToCI)
 LaECI- Lake Erie Correctional Institution (Private)
 NCCTF- North Coast Correctional Treatment Facility (Private)

CCI- Chillicothe Correctional Institution, Chillicothe
 CMC- Corrections Medical Center, Columbus
 CRC- Correctional Reception Center, Orient
 DCI- Dayton Correctional Institution, Dayton
 FPRC- Franklin Pre-Release Center, Columbus
 HCF- Hocking Correctional Facility, Nelsonville
 LeCI- Lebanon Correctional Institution, Lebanon
 LoCI- London Correctional Institution, London
 MaCI- Madison Correctional Institution, London
 MEPRC- Montgomery Education & Pre-Release Center, Dayton
 NCI- Noble Correctional Institution, Caldwell
 OCI- Orient Correctional Institution, Orient - **Closed**
 OP- Ohio Penitentiary - **Closed**
 PCI- Pickaway Correctional Institution, Orient
 RCI- Ross Correctional Institution, Chillicothe
 SCI- Southeastern Correctional Institution, Lancaster
 SOCF- Southern Ohio Correctional Facility, Lucasville
 WCI- Warren Correctional Institution, Lebanon

DIVISION OF PAROLE & COMMUNITY SERVICE

Changing Times: Thirty Years of Community Supervision and Service

The Division of Parole and Community Service (DPCS) is the community corrections arm of the Department of Rehabilitation and Correction. The DPCS was founded in 1972 when the Department was founded. The DPCS is comprised of the Adult Parole Authority - the Parole Board, Field Services and the Offender Services Network - the Bureau of Community Sanctions, the Bureau of Adult Detention, the Office of Victim Services, and a number of administrative sections. The DPCS mission is to protect Ohio citizens by ensuring appropriate supervision of adult offenders in community punishments that are effective and that hold offenders accountable for their actions.

The Adult Parole Authority (APA) was founded in 1965, prior to the DPCS. In fact, the APA remained a small bureau within the Department of Mental Hygiene and Corrections until it was incorporated into the Department of Rehabilitation and Correction and thus into the DPCS, in 1972. In many respects, the APA is the precursor to today's modern DPCS.

The APA is the largest and perhaps, best known of the divisions within the DPCS. Over the years, the APA has focused on protecting the public by delivering five primary services:

- Completing offender investigations for Ohio Common Pleas Courts and the Parole Board
- Providing full or supplemental offender supervision services to Ohio Common Pleas Courts
- Serving as the Department's paroling and release authority
- Supervising offenders released from Ohio's prisons who reside in Ohio
- Supervising offenders from other states who reside in Ohio

The APA has a rich history of growth, both in terms of size and function. Prior to being incorporated into the DPCS, the APA was a relatively small agency that completed parole release investigations, conducted parole

release hearings, and supervised offenders released from prison.

In the late 1960's and early 1970's, the APA, through its newly formed Probation Development Section, began to develop probation partnerships with Ohio's Common Pleas Courts. At one point in the APA's early history, ten APA Probation Officers serviced a number of courts.

In 1972, the APA had 375 staff members statewide who supervised 8,000 offenders. As the 1970's progressed, the APA was impacted dramatically by a national economic recession and changes in the criminal statutes. Shock Probation was enacted, and the drug laws were modified during this era. As a result, court investigations and supervision caseloads increased, but the agency's physical growth was stymied by the nation's economic condition. In fact, many APA Parole Officers were hired during the early, lean years of the 1970's through a federally funded jobs program.

In the 1970's the APA was looking ahead to a time of community corrections growth when, in 1973, the APA opened a community reintegration center in Cincinnati. The center was a type of "halfway back" diversion facility that housed offenders who had committed violations of their supervision. The center delivered a combination of treatment services and residential supervision to the offenders placed there in lieu of return to prison. During the 1970's the APA duplicated the reintegration center concept in other large urban areas, such as Columbus and Cleveland.

In 1976, the Bureau of Community Sanctions (BCS) and the Bureau of Adult Detention (BAD) were founded under the DPCS umbrella. BCS is responsible for overseeing community-based supervision and residential diversion programs in Ohio by distributing and monitoring grant and capital funds for local jurisdictions. Today, BCS oversees a significant number of local diversion programming throughout Ohio, which include halfway houses, Community Corrections Act prison and jail diversion programs, and Community Based Correctional Facilities.

BAD was created to establish minimum standards for Ohio jails. Today, BAD inspects more than 250 jails annually. In addition to assisting local officials in iden-

needs of the 1996 "truth in sentencing" laws, is in use today. Many county probation supervision and diversion programs have also adopted components of the model.

The mid and late 1980's and early 1990's brought significant growth to all areas of the DPCS, especially the APA. Several offender investigation and supervision initiatives, such as the Non-Violent Offender Project, resulted in an increase in staff. In 1974, two new APA regions were activated, the Mansfield and the Chillicothe Regions, to manage the increase in workload.

In the 1990's, the Federal Courts released the APA from the Councilmatic Decision, an agreement that had structured the release violation process in Ohio for many years. The court's release allowed the APA to develop a decentralized, violation standards process. The new process, which is being used today, is built upon a foundation that includes a positive partnership with the Ohio Public Defender's Office, local sanctions at the Parole Officer level to address offender violation behavior, and regionalized Parole Board Hearing Officers who conduct violation hearings at the local level, in jails, and in APA offices.

The 1990's will also be remembered in the DPCS as a time of increased visibility and responsibility for victim rights and restorative or community justice. An advocate for victims was added to the Parole Board during this period. In addition, the Department's Office of Victim Services (OVS) was established in 1996 to deliver formalized victim advocacy and to address victim issues inside and outside of the Department. OVS has been assigned to the DPCS since its creation and today, the work of OVS is recognized on the national level as a model victim advocacy program.

The Department's Executive Assistant for Community Justice was assigned to the DPCS in the late 1990's. The staff member coordinates restorative justice initiatives throughout the Department in concert with a stakeholder cabinet, various councils, and volunteer liaison staff in institutions and APA field offices.

The Offender Services Network, a specialized group of APA regional offender treatment assessment and treatment delivery staff, was funded in the 1990's. The group, comprised of recovery services, mental

tying and correcting jail deficiencies, BAD reviews and approves construction plans for new jails and renovation plans for existing jails and manages jail construction funds.

In April of 1978, while conducting home visits alone in Cleveland, Parole Officer Robert A. White was shot and killed. Parole Officer White was no rookie; in fact, he retired as a Lieutenant from the Cleveland Police Department after 35 years of distinguished service prior to securing his job as an APA Parole Officer. The DPCS Parole Officer of the Year Award is named the Robert A. White Memorial Award in recognition of Parole Officer White's commitment and service to the APA and the citizens of Ohio.

This senseless tragedy rocked the foundation of the organization and changed the way in which APA parole officers worked. In the wake of Parole Officer White's death, the APA formalized its policies allowing Parole Officers to carry firearms, significantly increased staff safety training, formally recognized the value of working in teams, developed strategies to identify geographic areas that presented high risk to Parole Officers, and developed strategies for supervising offenders in geographic "risk zones."

During the late 1970's and early 1980's, workloads grew significantly. APA staffing levels remained relatively static, however, due to Ohio's economy and the necessity of building more institutions to house a growing prison population. In order to cope with the growing workload, the APA secured technical assistance and federal grants from the National Institute of Corrections (NIC) to retrofit the APA's entire offender assessment and supervision system.

Thus, the concept of "case management" was born in Ohio. This supervision model, which was based on Wisconsin's offender supervision system, employed offender risk and need assessment, a highly structured offender interview, formalized offender supervision planning, tiered offender supervision levels, and mandated Parole Officer - offender contacts based upon specific offender risk levels.

The APA's case management model standardized the way in which all offenders under APA supervision were assessed and supervised. This model, absent the structured interview and revised somewhat to fit the

health, sex offender, and administrative management staff, was put in place to provide direct services to offenders, to identify and secure community treatment services for offenders, and to provide offender treatment consulting services to Parole Officers.

During the 1990's, many APA operations came under closer scrutiny by the legislature, offender family groups, and other stakeholders. In response to this challenge, the Parole Board designed structured and standardized decision-making guidelines and added staff to review release decisions to ensure guideline consistency. In addition, the Parole Board, in collaboration with APA field services, developed a process to review serious offender violations on an administrative level in order to assess the appropriateness of Parole Board decisions and procedures. Today, the Parole Board is one of four ACA accredited Boards in the country.

The field services side of the agency responded to the closer scrutiny by tightening the monitoring of investigation and supervision standards and establishing a specialized unit of Parole Officers in Cleveland to pursue, locate, and arrest parole violators. In addition, APA units were routinely audited by an administrative section of the DPCS to ensure that internal management practices were being adhered to pursuant to applicable policies and standards.

Almost all the current DPCS staff will remember the later part of the 1990's as the era of Senate Bill 2, the so-called "truth in sentencing" legislation. Senate Bill 2, which was enacted in 1996, changed Ohio criminal statutes, Ohio's philosophy of sanctions, and dramatically impacted corrections in Ohio. Senate Bill 2 resulted in an increase in offenders under community sanctions and thus, an increase in the number and types of offenders under APA supervision.

In the last 30 years, the DPCS has grown considerably in responsibility and mission and in its level and diversity of services provided to the public and the offenders who are managed directly and indirectly by DPCS programs and staff:

- In 1972, the APA had 375 staff members and supervised 8,000 offenders. APA staff have nearly doubled since 1972, and the number of offenders being supervised by the APA has risen to 32,000.

- In 1980, 10 counties received \$10,000 to pilot community corrections programs. Today, BCS oversees more than \$100 million in residential and non-residential county diversion programs, which impact some 39,000 offenders on an annual basis.

- At one time, a single Parole Board staff member coordinated all APA and DPCS victim services. Today, a team of highly specialized victim advocates and administrative staff manages DPCS victim services.

- There was a time when Parole Officers and their supervisors were expected to, "do it all," in terms of securing services for offenders. Today, a network of service identification and treatment delivery specialists assist APA field staff with this task.

- A decade ago, computers were scarce, and some DPCS staff considered them a luxury. Today, the DPCS has a significant and robust information technology infrastructure and staff to support DPCS information service needs.

- In the 1970's, Parole Officers received little, if any, practical safety training and no safety equipment. Today, APA field staff receive regular, standardized safety training and are equipped as well or better than some law enforcement agencies.

- Until recently, Parole Officers lacked a standardized way to communicate in the field with their colleagues, supervisors and law enforcement. Today, Parole Officers who supervise cases are issued cellular telephones.

- In the 1970's and 1980's, APA staff lacked the ability to routinely test offenders for substance abuse. Today, all APA offenders are subject to testing through internal and external methods.

The DRC Division of Parole and Community Service has made significant contributions during the Department's 30 Years of Service, due primarily to the excellent staff, both past and present.





Bennett J. Cooper, Director, 1972-1975.

Bennett J. Cooper entered the Ohio correctional system in 1957 as the Chief Psychologist at the Ohio State Reformatory (OSR) in Mansfield. He held this post for six years. Mr. Cooper was then selected as the Associate Superintendent of Treatment at OSR from 1963 to 1966, after which he was appointed Superintendent of the institution. In 1970, Governor Rhodes named him to head the state's correctional agency, which at that time was a division of the Department of Mental Hygiene and Corrections.

When the Department of Rehabilitation and Correction (DRC) was formed in 1972, Governor John Gillian appointed Bennett Cooper as its first Director. Cooper was the first African-American Director of Corrections in the nation. He served as the Director until 1974.

Bennett Cooper earned his Bachelor and Master's degrees in Psychology from Case Western Reserve University in Cleveland, Ohio. During his tenure, Director Cooper was a strong supporter of employee training and established the Ohio Corrections Academy on the grounds of the Chillicothe Correctional Institute. He also created a system of Administrative Rules and Regulations, Use of Force Committees, and a disciplinary process to institute fair and consistent treatment for inmates. Education for

inmates was a major priority, and in 1973, his administration established the Ohio Central School System, a chartered school within DRC. In addition, during his career he was instrumental in establishing college courses offered by Ashland College.

Since leaving the post in Ohio, Mr. Cooper has remained active in corrections, serving as Deputy Director of the Division of the Administration of Justice and was responsible for the disbursement of the Law Enforcement Assistance Administration (LEAA) funds. He also worked for the Voinovich Architect Firm and was involved with the design of new prison facilities. Cooper served as a member of the Board of Directors for the American Correctional Association (ACA). He was also a founding member of the National Association of Blacks in Criminal Justice (NABCIJ).

In 1971, he was presented an Honorary Doctorate Degree in Humanities from Ashland College for his development of college degree programs for inmates. Bennett Cooper was the recipient of the prestigious E.R. Cass Correctional Achievement Award in 1985, for his contributions to the corrections profession. Among his lasting contributions to corrections in Ohio is developing and guiding DRC in its infancy, finding alternative resources to fund prisons, and impacting the economic construction of building correctional facilities. Director Bennett Cooper's contributions to the Ohio Department of Rehabilitation and Correction remain a solid pillar of strength and the foundation for continued progress.



Bennett Cooper accepting DRC school charter, 1973.



George F. Denton, Director, 1975-1983.

In 1975, Governor James Rhodes appointed Adult Parole Authority Chief George F. Denton Director of the Ohio Department of Rehabilitation and Correction (DRC). Prior to his career in Ohio, Mr. Denton worked seventeen years for the Indiana Department of Corrections.

He began his career as a parole officer in 1948 and was named Director of Parole Services for Indiana in 1957. In 1962, he was appointed Assistant Commissioner of the Indiana Department of Corrections.

Mr. Denton was the Director of the Ohio Department of Rehabilitation and Correction until 1983. After leaving Ohio, he was appointed and served one year as the Director of Corrections for the State of California.

He is now retired from correctional service and resides in Florida and Ohio. Mr. Denton holds a Bachelor and a Master's degree in Corrections.

Mr. Denton supported programs through the Division of Parole and Community Service (DPCS). This bureau supervised inmates released from prison or offenders diverted from incarceration by a probation placement. The Monday Program in Montgomery County and the Incarceration Division Unit in Lucas County, still in operation today, are direct results of his efforts to obtain funding to implement pilot projects.

During the early years of Director Denton's term, there was a national movement to abolish parole. Mr. Denton was instrumental in warding off this effort.

During his tenure the inmate population grew by 84 percent, and Director Denton was able to locate and renovate existing facilities to handle the burgeoning offender population. His administration also faced confinement lawsuits and developed creative ways to house prisoners in order to comply with court findings.

A major accomplishment for Director Denton and Ohio Corrections was the amendment to the state building fund to include corrections. This allowed for planning to begin for the expansion of DRC and the ability to design and build new prisons.

ADMINISTRATION BUILDING, LONDON PRISON FARM, LONDON, OHIO





Richard P. Seiter, Ph.D., Director, 1983-1988.

In January of 1983, Governor Richard Celeste appointed Richard P. Seiter, Ph.D. Director of the Ohio Department of Rehabilitation and Correction. Dr. Seiter holds a Bachelor of Science degree as well as Master's and Doctorate degrees in Public Administration. Seiter, at the age of 34, was the youngest Director ever appointed in Ohio.

Following his graduate studies, he served as the Associate Director of The Ohio State University's program for the study of crime and delinquency. Dr. Seiter was also employed with the Federal Bureau of Prisons from 1976 through 1981. He served in the following areas: Social Science Research Analyst in Washington D.C.; Case Manager and Unit Manager at the Federal Correctional Institution in Pleasanton, California; Executive Assistant at the U.S. Penitentiary in Leavenworth, Kansas; Director of the Staff Training Center in Denver, Colorado; and Superintendent of the Allenwood Federal Correctional Camp in Montgomery, Pennsylvania. In 1981, he was appointed as the first Superintendent of the National Academy of Corrections in Boulder, Colorado.

Dr. Seiter was instrumental in establishing Unit Management in Ohio prisons and during his tenure, activated several new prisons. He also launched recognition for Correction Officers when he established "Correction Officer's Week" and then introduced the Ronald C. Marshall Award presented to the DRC Correction Officer of the Year.

Also significant to Dr. Seiter's leadership was the establishment of a new table of organization designed to streamline operations throughout the Department. In March of 1983, he signed Executive Order 83-01 creating divisions within DRC and prescribing their powers and duties.

Staff training and professionalism was also a major priority for Dr. Seiter, and he established the Corrections Training Academy on the grounds of the Orient Complex. The mission of the educational site was to provide quality training to all departmental employees and instill a sense of pride and professionalism.

Dr. Seiter will be remembered for methodically building and upgrading DRC's capabilities and operations, preparing DRC for the future by laying groundwork to grow and meet challenges and for being a people person. His genuine care and concern that staff grow in their professional and personal lives left a lasting impression.



Governor Celeste and Director Seiter.



George W. Wilson, Director, 1988-1991.

George W. Wilson, with 21 years of experience in Corrections, was appointed the fourth Director of the Ohio Department of Rehabilitation and Correction in 1988. Previously, Mr. Wilson served as the Secretary of the Corrections Cabinet under two governors for the State of Kentucky. In the course of his career he was named head of the University's Presidential Search Committee and served as Vice-Chairman of the Kentucky State University Board of Regents. He was elected chairman of the Board of Regents in 1984 and served in that capacity until 1987. He was elected to ACA's Commission of Accreditation for Corrections and has served on numerous boards and correctional committees.

Mr. Wilson's holds a Bachelor of Arts degree in History and Political Science as well as a Master's degree in Social Work with a special certificate in management and certification from the University of Louisville.

Director Wilson implemented several initiatives during his tenure. He perpetuated and promoted a philosophy re-emphasizing the importance of inmate education. Within the first year of his leadership he made a significant impact in the area of affirmative action. His hiring practices and decisions to eliminate barriers for

women and minorities is well documented. During his tenure he was also able to report, that Ohio was among the top five states with the lowest numbers of escapes.

The major impact of Director Wilson's management was his response to the tremendous growth of the Department and the priority to implement a "Regionalization" concept. Instead of one division supervising numerous prisons throughout the state the institutions were categorized into north and south regions. Two Regional Directors were appointed to supervise prison operations and programs.

The Memorial Park grounds designed to honor employees who lost their lives in the line of duty was dedicated under the direction of Mr. Wilson. This legacy continues to remind correctional staff of the importance of DRC's mission.



A dedication is held annually at the DRC Memorial Park.



Reginald A. Wilkinson, Ed.D., Director, 1991-present.

Reginald A. Wilkinson began his career as a Volunteer Coordinator at the Lebanon Correctional Institution in September of 1973. He served in a variety of positions including Superintendent of the Corrections Training Academy, Warden of the Dayton Correctional Institution, and Deputy Director of Prisons for the south region. Former Governor George Voinovich appointed Wilkinson as the Director for DRC in February 1991, and Governor Bob Taft reappointed him in January 1999.

Director Wilkinson's academic background includes a Bachelor of Arts degree in Political Science and a Master of Arts degree in Higher Education Administration, both from The Ohio State University. He was also awarded a Doctor of Education Degree from the University of Cincinnati.

Dr. Wilkinson is Past President of the nation's oldest and largest corrections organization: American Correctional Association (ACA). Currently, Wilkinson is Vice Chair for North America of the International Corrections and Prisons Association (ICPA) and is Director of the ICPA's Centre for Exchanging Correctional Best Practices. Director Wilkinson is Vice President of the Association of State Correctional Administrators. He is also Past President of the fol-

lowing associations: the Ohio Correctional and Court Services Association, the Ohio chapter of the National Association of Blacks in Criminal Justice, and the State of Ohio Training Association.

A few of the accomplishments of his administration include: expanding Community Service; establishing the Ohio Institute of Correctional Best Practices, the Sex Offender Risk Reduction Center, and the Corrections Assessment Center; advancing technology through DRC Intranet and Internet sites as well as the Ohio Corrections Technology Network (OCTN); supporting participatory management; increasing the role of Community Corrections; recognizing staff accomplishments; and enhancing offender security, staff safety, and employee efficiency.

Reginald Wilkinson enables DRC to be acknowledged internationally for its many innovative correctional programs and services in categories such as substance abuse, victim services, correctional education, security management, restorative justice, offender job readiness, and reentry.



The Ohio Department of Rehabilitation and Correction's first Regional Directors, 1988. Reginald A. Wilkinson, south region working with Thomas J. Stichrath, north region, 1988.



Ohio Penitentiary.

ACCOMPLISHMENTS OF THE LAST DECADE

Ten Years of Growth and Change

All state agencies must address the expectations of its' citizens. The public deserves a correctional system that incarcerates offenders safely, securely and humanely; one providing meaningful programming for inmates; one operating within the confines of a reasonable budget; and one responding to the concerns of the community. The Ohio Department of Rehabilitation and Correction (DRC) works diligently to meet and exceed these expectations.

In the last decade DRC is a nationally recognized agency for many "best practices." Within the last ten years the Department has experienced tremendous expansion, change, and innovation. Success was achieved in the following areas: security, management strategies, staff development, and employee recognition, offender programming and quality of life issues, partnering with the local community, and advances with technology.

SECURITY

While DRC enjoys a reputation as one of the top correctional agencies in the country many of the security enhancements resulted from the riot at the Southern Ohio Correctional Facility (SOCF) in 1993. The Department learned many lessons from the tragedy and dedicated the best resources toward refining responses to emergency situations.

Incident Command System / Critical Incident Management

The Department effectively assimilated the Incident Command System (ICS) from the National Wildfire Coordinating Group. DRC successfully utilizes a Critical Incident Management (CIM) program establishing a prescribed system capable of responding to minor or catastrophic incidents. CIM allows the agency to implement an administrative structure to provide organization, role expectations, management principles, and necessary support to resolve and recover from an incident. ICS mitigates risks by providing accurate information, strict accountability, competent planning, cost effective operations, and logistical support for any incident or pre-planned event.

All DRC institutions annually establish letters of understanding with external support agencies that supply

available resources in the event of an incident. These letters provide information concerning contact person, resources available, and estimated response time. This process familiarizes DRC with immediate neighbors and the community while affording an opportunity to educate them on the mission of the Department.

The CIM basic training requirement for all staff, along with advanced ICS courses, continues to enhance the ability to respond to any incident. Additionally monthly drills, tabletop exercises, and full-scale exercises allow personnel to sharpen and maintain their skills to avoid complacency.

Special Tactic and Response Team

The Special Tactic and Response Team (STAR) and the institutional Special Response Teams (SRT) evolved from response teams in place prior to the disturbance at SOCF. The existing prison disturbance control and tactical response teams replaced by on-site SRT teams are ready to respond to any prison disturbance. SRTs will restrain and subdue disruptive inmates, rescue hostages, and provide special security teams to address critical incidents or disasters through the use of special tactics and weapons.

The Department formed Regional STAR teams to provide a secondary response to critical incidents. The STAR team mission is to provide support for the SRTs serving as a tactical team for hostage rescue, sniper coverage, assisting with assault plans, staffing high-risk transport, and participating in institution shake-downs and security training. DRC's goal is to field elite, highly motivated, professional, and competent teams. These teams are tactically and technically proficient, on call 24-hours a day and capable of arriving anywhere in the state within a few hours.

The development of these teams permitted standardization of equipment and uniform tactical training allows for versatility and interchangeable teams when necessary. Specialized training from outside agencies enhances the ability to respond to a wide variety of circumstances and mock scenarios have been enhanced to provide more meaningful practice. STAR and SRT members are required to meet rigid fitness requirements.

Monthly training standards for Special Response Teams and Hostage Negotiation Teams (HNT) ensure

qualified individuals prepare to respond at a moment's notice. In addition, the use of technology enhances the capability to take action by augmenting the Department's disturbance control and hostage negotiation capabilities with advances such as thermal imaging, robotics, sophisticated body armor, laser, and shock shields.

Security Threat Group

In 1992, DRC began tracking Security Threat Group (STG) related inmates. The system in the last decade evolved to a sophisticated computerized strategy that separates gang members by intelligence gathering, identification, and interdiction. A coordinator at each institution monitors gang activity at the prison. STG training is provided to all pre-service and in-service classes as well as specialized courses offered to investigators and coordinators.

To date DRC has profiled and identified over 5,010 STG inmates in Ohio prisons. Extended coordination with the Adult Parole Authority and other law enforcement agencies continue to provide for identification and apprehension of violators both within Ohio's prisons and in the community.

Zero Tolerance

In the last ten years DRC expended significant energy to facilitate contraband detection to halt the flow of drugs, weapons, and other unapproved items into prisons. "Operation Clearout" consists of comprehensive searches conducted by the SRT teams at the prisons. The Department also instituted a "Zero Tolerance" Policy for substance abuse. This policy provides for random drug testing with mandatory programs for those inmates testing positive. DRC also pursued and realized harsher penalties for individuals conveying drugs into prisons. Heightened security, monitoring equipment, diligent practices with mail or packages, and disruption of gang activity also contribute to the success of zero tolerance. These initiatives decreased the positive test rate by over five percent, and DRC currently operates institutions with approximately one percent of the prison population testing positive for substances.

Spider

While the safety record of DRC is outstanding, the Department is constantly aware of the environment and the need for vigilance. Staff safety is crucial as

the employees work with some very dangerous individuals; therefore, to improve accountability for staff DRC implemented the Spider Alert Personal Alarm System and to date it is operational in 16 institutions. This system replaces the current "mandown" alarm system. The staff person wearing the Spider Alarm can alert the control center when necessary. The Spider Alarm allows the control center to identify which staff member needs assistance and his or her exact location.

High Max

The Department opened the first state-of-the-art high maximum security facility in Youngstown to manage the state's most violent and high-risk inmates. The Ohio State Penitentiary (OSP) incarcerates Ohio's predatory inmates who have the propensity to cause disruption to normal correctional operations and inflict injury on staff or other inmates. The average day for a prisoner at OSP consists of 23 hours of single-celled incarceration and one hour for individual out-of-cell recreation time. Inmate programming such as substance abuse education, vocational education, and religious services are offered via closed-circuit monitor located in each cell.

MANAGEMENT AND STAFF

In the last ten years DRC staff has received numerous opportunities to participate in shaping the vision of the Department. DRC demonstrated that participatory management works by exhibiting sound teamwork and cooperation between labor and management.

Quality Service through Partnership

In February of 1992, Governor Voinovich announced his plan to improve the management of state government through Total Quality Management (TQM). Therefore DRC began to formulate Ohio Quality Corrections (OQC) a quality initiative plan known today as Quality Service through Partnership (QStP). QStP denotes employee involvement and empowerment with quality tools and processes to achieve agency priorities, to continuously improve and to meet service requirements. Since its inception QStP has cascaded throughout the Department, with 83 percent of the employees trained and hundreds of process improvement teams working throughout the agency. Since 1996, an astounding \$3,926,714 has been saved from Quality Teams initiatives and implementing QStP principles and practices.

DRC takes pride in professionalism and is consistently leading all state agencies in prize winning QStP teams, especially in Team Excellence in the Public Sector Showcase: In 1999, three of eight winning teams were from DRC; in 2000, five of the top nine teams belonged to DRC; in 2001 four of the six winning state teams were DRC. Several DRC teams have won the Governor's Gold Cup, the state's highest team honor.

Gold Star Awards

In order to publicly recognize employees the Gold Star Awards were implemented. An employee receiving a Gold Star Awards demonstrates one or more of the following quality behaviors; serving as a role model, providing leadership, supporting others, displaying professionalism, exhibiting initiative, and solving problems effectively. Gold Star awards may also be awarded to those individuals outside of the Department who make a significant contribution.

Excel Awards

Within the umbrella of best practices the Excel Awards initiated in May of 1997 provided an occasion to honor those institutions, offices, divisions, and bureaus that "excel" by demonstrating professional qualities of excellence. Showcasing a best practice and quality process gives others the opportunity to benchmark, improve, and streamline operations. DRC strives to "find the best, use the best, share the best, and be the best."

Best Practices

To display and develop best practices the Ohio Institute of Correctional Best Practices (OICBP) was opened in 2000. Its purpose is to be a "place" and a "philosophy." The physical structure provides a forum where workgroups can think, discuss, develop ideas, and propose solutions to implement best practices. Physically OICBP provides a main conference room for hosting large events, smaller meeting rooms for seminars, a library and resource center to house books, pamphlets, and periodicals relevant to corrections, and an artifact center to display significant items from DRC history. Future plans include a technology center and multi-media area. As a philosophy the Institute will showcase and teach what DRC does well.

A "best practice" is a good idea that is recognized as potentially helpful and is supported by stakeholders,

colleagues and supervisors. A best practice involves benchmarking, a plan for development, testing, validation, and replication. OICBP allows DRC to utilize the best minds and most creative resources to meet the demands of the challenges faced now and in the future. As the motto for the 30th year anniversary so eloquently states, "the future of corrections depends on the quality of yesterday and today."

Innovation DRC 2000

Innovation Ohio recognizes the fact that employees who perform a job on a daily basis are in the best possible position to see how that job can be improved and how costs can be cut by streamlining, eliminating duplication, or improving processes. DRC employees continue to remain active in planning and providing new and exciting ideas on how the Department can be more effective.

This was most evident when DRC implemented "Innovation DRC 2000" to promote efficiency throughout the agency. With this initiative many proposals submitted by employees are implemented at a local and state level.

Back to Basics

Back to Basics (B2B) has also given the employees an opportunity to study what DRC does and how to improve what is done. The process examines old problems with forward thinking and invites all staff to share in enhancing safety, security, and well being.

The very essence of Back to Basics for the employees is continuous improvement. Belmont Correctional Institution and Ross Unit I have implemented B2B effectively and developed a safer work environment for staff and offenders.

American Correctional Association

Accreditation is the major accomplishment for an institution. DRC became one of two corrections agencies nationwide to achieve complete accreditation from the American Correctional Association (ACA). The ACA accreditation process began with the Dayton Correctional Institution in 1988 and was complete in 1999 when all 30 existing prisons, Ohio Penal Industries (OPI), the two boot camps, Central Office, the Ohio Parole Board, Adult Parole Authority Field Services, and the Corrections Training Academy were accredited.

Accreditation represents many things. It signifies an institution/department is operating at peak performance with policies and procedures in place. It means an agency is responsible to the public for the tax dollars spent and the quality work performed every day.

Complete accreditation helps demonstrate that DRC is operating a safe, secure, humane department while being prudent with state funds. For the employees accreditation gives them the ability to protect their jobs, obtain training, and most importantly actively participate in the overall mission of their institution.

Internal Management Audits

Meeting and measuring standards provides a gauge for performance. The Internal Management Audit process developed in October 1993, provides the following for the Department: an objective tool for management to evaluate the level of compliance within the established standards, a report with accurate and consistent information thereby maintaining accountability, assistance to non-accredited institutions to prepare for the ACA accreditation process, and ensuring institutions maintain audit ready preparedness if currently accredited. The Ohio Standards create consistency in all institutional operations.

Training

Offering professional development opportunities to employees is crucial. The last decade has brought change and it appears the next century will bring even more; therefore, it is imperative that DRC continue to prepare and foster professional growth.

Stagnation leads to complacency and a lack of vigilance, which is perhaps even more dangerous. Lifelong learning energizes the individual and the entire system. DRC provides quality training to all department employees at the Corrections Training Academy (CTA) with pre-service classes and continuing education courses to enhance career opportunities and performance.

A learned organization is one that allows its employees the opportunity to grow within the organization. One of the many ways DRC strives to assist employees in their career goals is tuition reimbursement. The state of Ohio and OCSEA/AFSCME Local 11 established Workforce Development, a joint labor-manage-

ment partnership to develop and support a wide range of workforce skill building opportunities. The partnership allows bargaining unit employees to take advantage of tuition assistance, and technical or computer skills training.

In December 2000, the Department began a tuition reimbursement program for eligible, full-time permanent exempt employees. With an effective tuition reimbursement program, DRC encourages career growth, promotes educational development, and provides parity with educational programs offered for bargaining unit and exempt employees.

The Executive Leadership Training Program provides progressive leadership training, to enhance professional and personal skill development while promoting upward career mobility. This program was expanded in 1995, to provide three months of comprehensive training. The candidates complete the following classes: Team Building, Leadership Styles, Creative Thinking, Proposal Writing, Developing Human Resources, Program Budgeting, Ethics, Technology for the Future, Political Realities, Legal Views for Leaders, Labor/Management Collaboration, Computer Training, Media Training, and Managing the Realities of Standards and Audits.

Professional Alliance of Correctional Employees

The Professional Alliance of Correctional Employees (PACE) was created to promote a positive work environment for correctional employees by fostering both personal and professional development through the Professional Development/Cross-Training Mentorship Program. PACE targets activities that integrate employees into the correctional work place, to foster upward mobility, and to enhance employee commitment.

In addition, the PACE program works to promote effective communication, interaction, training, and support in order to facilitate an understanding of the issues important to correctional employees. The objectives of PACE are: to promote mobility, to offer training services and programs, to develop and implement programs to enhance community relations, to aid in increasing employee morale, to retain employees within the Department, and to help foster and recognize the talents and goals of employees.

OFFENDER PROGRAMMING

As the mission is indicated in the name of the Ohio Department of Rehabilitation and Correction, DRC takes pride in the programming provided to the inmates. Across the nation there are varying degrees of rehabilitation programs but in Ohio the belief is that rehabilitation is not dead. Ohio makes strides every day to ensure an offender is provided the necessary tools to change his/her life.

Offenders in Ohio are offered the opportunity to improve their current situation through various programs. The aim is to help prisoners become not just law-abiding citizens, but persons who will make positive contributions to their communities. The correctional programs offered are geared toward the offender accepting personal responsibility.

Substance Abuse Programming

It is estimated that 80 percent of offenders have a documented alcohol or other drug abuse history. DRC's "zero tolerance" policy has driven some of the most effective substance abuse programming for correctional environments, linking interdiction, testing, treatment, and sanctions. The Bureau of Recovery Services (BRS) works to instill in offenders an improved sense of responsibility and the ability to become law-abiding citizens through various substance abuse treatment and recovery programs in every institution.

There are now five therapeutic communities and a host of other residential and non-residential programs. Moreover, the North Coast Correctional Treatment Facility (NCCTF) in Grafton, Ohio is programmatically designed for offenders convicted of Driving Under the Influence (DUI) and other substance abusers. In addition, there is an aggressive inmate drug testing initiative to control drug abuse in prison.

Substance abuse programming stretches beyond the prison walls as the Adult Parole Authority strives to reduce criminal activity by providing a continuum of quality care for the offenders supervised in the community. Through partnerships, substance abuse treatment is coordinated before and after release among providers within DRC institutions, APA Field Offices, and community agencies.

Education

On any given day, over 25 percent of inmates are involved in educational programming ranging from adult basic education to post-secondary courses. Innovations during this decade include the creation of combined literacy/substance abuse residential units, peer tutoring, self-paced computer classes, and an expanded vocational education curriculum that is designed for today's job market. In the past decade over 18,000 inmates have received their High School Diploma or GED Equivalency and 10,000 have received a literacy certificate.

DRC dedicated what may be the only state prison in the nation that is solely geared towards academic attainment; the Montgomery Education and Pre-Release Center (MEPRC) in Dayton. Similarly, the theme of the Richland Correctional Institution (RICI) in Mansfield is to provide a comprehensive vocational education program.

The Department emphasizes vocational trades and offers certification in over 120 separate training programs and approximately 9,200 inmates have successfully completed a vocational trades training program. In addition, 71 approved apprenticeship programs are available with Certificates of Completion awarded. Equipping inmates with future job skills enhances their reintegration to society.

Unique Programming

To meet the various needs of a diverse inmate population DRC established services and programs to address geriatric, youthful, sexually deviant, mentally ill, mentally retarded, physically handicapped, and chronically ill offenders. During the 1990's, clinical treatment of mentally ill inmates was turned over to DRC from the Ohio Department of Mental Health (DMH). A federal class action lawsuit, Dunn vs. Voinovich, was filed in 1993, alleging inadequate mental health care in prisons. Rather than pursue a legal battle, DRC and DMH adopted a cooperative and collaborative strategy.

In 1995, DRC became responsible for providing mental health services to prisons. The Oakwood Forensic Center was recommissioned as the Oakwood Correctional Facility (OCF), and acute care beds increased from 50 to the present 131 beds.

DRC also developed Residential Treatment Units (RTU) within several institutions to provide mental health care for those inmates who are seriously mentally ill but do not require inpatient care. A "Cluster" concept was developed, grouping several institutions into smaller geographical areas. Each institution has mental health staff who serve as the treatment team, providing: assessment, evaluation, treatment planning, individual or group therapy, activity therapy, consultation with staff, training, medication prescription and monitoring, case management, and crisis intervention.

At the Hocking Correctional Facility (HCF) the primary mission is to provide a safe and secure environment with quality programming for the aging population. The Youthful Offender Program, a juvenile unit, opened at Madison Correctional Institution (MaCI), houses juvenile offenders sentenced as adults. The Hope Program is a behavior-based program designed to address the needs of youthful offenders between the ages of 14 to 17. The concept of the program is based on honor, opportunity, pride, and education; it offers incentives for offenders based on improved levels of behavior and efforts toward completing educational and social programs.

Allen Correctional Institution (ACI) has a sixty bed residential program, Sugar Creek Development Unit (SCDU), providing services for the mentally retarded, mentally ill and organically brain damaged individuals. To address the needs of terminally ill offenders the Corrections Medical Center (CMC) operates a Hospice Program housing them in a different environment offering more family interaction. In addition, the patient is paired with another inmate for companionship so the process of dying is more humane and equal to community standards.

MaCI houses a comprehensive assessment and basic education program at the Sex Offender Risk Reduction Center (SORRC). Established for sex offender profiling and treatment assessment there are approximately 1,200 sex offenders per year assessed. The inmates also participate in a 20-hour program of psycho-education focusing on the harm they inflicted to the victims of their crimes.

There are approximately 500 high-risk sex offenders in outpatient and residential treatment programs in six institutions. The Bureau of Research and Planning

developed a new 9-factor state-of-the-art risk assessment instrument. A credentialing process and training for DRC staff working with sex offenders were developed in conjunction with Ohio University.

Ohio Penal Industries

Prisoner work programs include the Ohio Penal Industries (OPI) dedicated to preparing prisoners for life after incarceration by providing industrial training and instilling positive work habits to ensure that inmates learn the importance of employee accountability, pride in job performance, and the ability to work with peers, and to work productively.

Job Linkage

The Department has established a Job Linkage program that is successful in obtaining job interviews for inmates prior to release. Often the offenders are hired before they leave the prison walls.

Of the participating inmates, 92 percent receive a firm job offer or second interview upon release from prison and most are still employed in the ten to twelve months following release. DRC, utilizing the Federal Bonding System to support the employment of ex-offenders, was selected as a model for the nation.

Achieving Baby Care Success

In June 2001, the Department opened an innovative prison nursery program at the Ohio Reformatory for Women (ORW). The Achieving Baby Care Success (ABC'S) Program allows incarcerated pregnant inmates to maintain custody of their infants after they are born. Each participant has an individualized treatment plan so the problems that resulted in her incarceration are thoroughly addressed. Hands-on parenting instruction is available for every mother in the program. Child development experts have determined that infants must bond with their mother in the first few months of life or their emotional and intellectual functioning is impaired. The program also provides incentive for the inmates to succeed as the mothers and infants leave the institution together. Ohio is one of five state correction agencies incorporating a nursery as special programming for female inmates.

COMMUNITY PARTNERSHIPS

Throughout the thirty-year history of the Department the traditional role with the community is for DRC to provide safe, secure housing for inmates sentenced to

Ohio prisons. However, in the last decade DRC played an active role in establishing partnerships with surrounding communities. Community participation serves many purposes. Primarily, it demonstrates that a corrections agency is not a secret society. It also creates local and statewide support groups who can provide an additional voice to correctional stakeholders.

All justice agencies must interface with other organizations because of the work that we do. DRC actively seeks out these partnerships to help improve processes. DRC realizes that conventional methods are not always the best ones. The Department is also aware that it does not have all the answers. Collaboration is a failsafe way to ensure fresh ideas.

Community Service

The community service initiative entitled "Time Well Spent" is designed to have prisoners "pay back" society and learn employment skills by engaging in meaningful work activities. This creative concept began in 1991 and is multi-faceted in benefits offering a valuable service without threatening taxpayers' jobs.

The community service work is performed for non-profit organizations, government agencies, schools, and charitable organizations that can afford materials, but cannot afford the costs of labor. Second, the programs' productive and meaningful work assists in alleviating boredom and tension in prison, resulting in a safer environment for both staff and inmates. Finally, inmate volunteers gain pride and a sense of accomplishment as they provide a needed service.

Community service has been transformed from a small service provider to a major player in how schools and non-profits save money. In 1991, inmate volunteers provided 50,000 hours of community service. In 2001, inmates gave Ohioans 5.3 million hours of volunteer labor. Since the program began, the Department has contributed over 25 million hours of community service. Community partnerships include Pilot Dogs, Inc., the Ohio Department of Transportation, the Governor's Office of Public Safety, Crayons to Computers, school districts around the state, the Franklin County Court of Common Pleas--Domestic Relations and Juvenile Branch, MADD, and organizations such as the YMCA and the YWCA.

Each of our prisons participates in the Adopt-A-School program. Through these partnerships, inmates repair computers, make learning aids, restore desks, print materials, design award certificates, paint classrooms, maintain school grounds, and build reading lofts for young students. DRC challenges educators and parents to help by submitting other ideas.

Twenty-six prisons participate in DRC's Crafts with Conviction Program. Inmate volunteers create learning aids, seasonal decorations, and flash cards to support a community service partnership with Crayons to Computers (C2C). C2C helps teachers who serve in districts with a subsidized lunch index of 69 percent or higher. The program offers free supplies from crayons to refurbished computers. Since 1998, 650 inmates have contributed 610,902 community service hours to the program and donated \$1,647,436 worth of products. About 50,000 students benefit annually from the Crayons to Computers program.

The pilot dog program is one of the fastest growing partnerships and continues to draw interest from the media and communities as far away as Scotland. When the dog program was implemented in 1991, 53 dogs were trained to assist groups that serve clients with "special needs." In 2001, 923 dogs were either socialized or placed in homes as a form of pet therapy or trained as service dogs.

Community Justice

DRC made significant strides during the latter half of the 1990's in Community Justice, a Restorative Justice concept, initiated as an alternative way of viewing crime and the impact on victims. Community Justice Cabinets and Councils were appointed to guide the evolution of this concept within the Department from a philosophical point of debate to a tangible practice. Community Justice holds the offender accountable to victims and the specific community affected by the criminal act, it requires the offender to directly assume responsibility and repair the harm when appropriate, it provides victims with purposeful access to the court and corrections, and encourages the community to become involved.

Community Justice has placed Ohio on the cutting-edge with the victim-sensitive offender dialogue. The forum initiated by victims of violent crimes permits them to meet with the assailant to discuss the impact

of the crime. DRC is pleased to provide victims an opportunity to converse with the person who caused them harm but the Department is equally gratified to see the effect of the conversation on the prisoner. Perhaps for the first time in their entire journey through the justice system, inmates are confronted with the painful enduring effect of their actions. Since the inception of the program forty-eight dialogues have been successfully completed.

Offenders within the system are responding to the concept of righting wrongs, repairing harm, and restoring justice with active involvement in victim offender dialogue, community service, and participating in programming. Thirty institutions offer a victim awareness curriculum in which the class discusses different crimes and the impact on the victim.

Impact panels are a core component of the program and victim advocacy groups respond by sharing how their lives have been affected by crime. The panels often provide a sense of healing for the victims and enlighten the offenders by instilling a sense of responsibility.

Office of Victim Services

Although the Office of Victim Services (OVS) has its roots in the 1980's when the Ohio Parole Board began notifying victims of upcoming parole hearings, the concept has evolved to become a comprehensive service for victims. The office currently offers a wide variety of services to include: Crisis intervention and advocacy throughout the corrections process, assisting victims with concerns related to inmates and parolees under our jurisdiction, victim notification, community education about policies and procedures of DRC, referrals to other state and community services, petitions to the Parole Board for Full Board hearings as appropriate, monitoring the network of Victim Coordinators located in each prison and Adult Parole Authority throughout the state, and providing education to Department staff to increase awareness of victim's issues.

Reading Rooms

In 1999, Governor Bob Taft initiated OhioReads, an effort to improve literacy rates in Ohio schools. As a result of this initiative, in January 2000, the

Department implemented its first children's reading room at the Pickaway Correctional Institution.

The Ohio Central School System (OCSS) staff within the Department strongly supports the statewide reading initiative for Ohio's children. The children's reading rooms at each site are organized and coordinated by the OCSS teachers.

Institution staff works together to maintain the reading rooms and ensure that they are operating smoothly and supplied with a variety of books and materials. The Department now maintains OhioReads Reading Rooms at all institutions and camps.

In 2000, the Department introduced Jumpy the Kangaroo Family Literacy Initiative for use in reading rooms. The OCSS staff developed a copyrighted reading character, "Jumpy the Kangaroo," along with a thematic array of Language Arts books and supplemental student activity materials for the reading rooms. As of this date four Jumpy Books have been published and 7000 copies distributed.



*DRC's JUMPY the kangaroo reading character.
Created by a student of the Warren Correctional Institution, 2000.*

Reading is an essential tool for success in life, and recent studies have shown that educational programs help to reduce recidivism rates. By working with children of offenders and volunteering to help pupils in the community, DRC helps improve the quality of life in Ohio.

Reentry

In 2000, Ohio was selected by the U.S. Department of Justice as one of only nine states committed to piloting a new initiative call Reentry Court. DRC and Richland County Court Services joined forces to apply for this program and worked together to implement a program for supervised offenders. The reentry court program begins at the time of sentencing when the judge sentences the offender to prison followed by community supervision upon release. A reentry plan is specifically designed for the offender at sentencing and emphasis is immediately placed on striving to meet the reintegration strategy.

In 2001, DRC officially launched the Reentry Era to further reduce recidivism by providing offenders with opportunity, support, and accountability. This concept prepares them to become productive members of society beginning from admission through release from DRC. The reentry concept in Ohio known as "The Ohio Plan for Productive Reentry and Recidivism Reduction" (OPPRRR) is an ambitious and holistic endeavor to create a seamless transition from prison to the community. The plan includes: a review of existing pre-release programs, development of comprehensive inmate reentry program plan, documentation for offender reentry demographic data, identification of a comprehensive data base of local resources, incorporation of reentry into all current programs, involvement of the inmate's family in the reentry process, and establishment of partnerships with the community.

A mission of DRC is to return felony offenders back to society in a condition better then first received in prison. The Ohio Plan for Offender Reentry will ensure that DRC remains vigilant to all the signals that contribute to offender success.

Community Corrections

Parallel to the prison construction period, DRC embarked upon community corrections as a basic tenant of operations. It was realized that non-prison sanctions were the only salvation to cease building new correctional facilities. Ohio may very well have the best community corrections infrastructure in the nation. As a result, thousands of felons are being diverted from expensive prison beds to locally operated community corrections programs.

Community Corrections Act (CCA) programs are funded by the Department of Rehabilitation and Correction, and administered through the Bureau of Community Sanctions. CCA programs are non-residential sanctions that allow local courts to sanction certain offenders in the community saving scarce prison and jail beds for violent offenders. In fiscal year 1991, CCA programs such as intensive probation supervision, pre-trial diversion, and electronic monitoring were in place in 17 counties. By fiscal year 2000, CCA programs expanded to 85 counties and diverted over 8,698 felony offenders from the state prison system and 18,344 offenders from local jails.

TECHNOLOGY

As one of the state's largest agencies, DRC can attest that technology significantly improves efficient operation. The Department dedicated much of the last ten years expanding use of technology in prison operations. The goal is to provide tools that allow staff to be more efficient and effective. Since 1992, the agency has been aggressive and responsive in adopting new technology. In order to ensure the right technology was selected at the right time and in the right way, DRC convened the Ohio Corrections Technology Network (OCTN), comprised of advisors from agencies such as Battelle, Wright Patterson Air Force Base, NASA, and the Office of Criminal Justice Services. DRC also established an internal advisory group charged with developing standards and serving as a clearinghouse for new developments.

Computer Networks

In 1992, the Department had in operation 450 computers; today over 5,000 computers are in use. Computers help DRC employees communicate with each other and the public, organize work, improve security, and much more.

Other innovations require a great deal of forethought and planning in terms of hardware and software. To accommodate the growing need for computers, the Department installed T-1 fiber optic lines in every prison and parole regional office. DRC also fielded a software management program to coordinate the types of programs purchased and utilized. Instructors at the Corrections Training Academy work hard to keep up with the programs innovations so they can provide up to the minute training for staff.

Intranet/Internet

As a large agency with a great number of partners, stakeholders, and others who are interested in our activities, DRC has made good use of the World Wide Web. DRC invites readers to access the Website at www.drc.state.oh.us.

One of the most popular sites is the offender database, which allows viewers to retrieve information about the inmate population. Readers can also learn about corrections careers, Ohio prisons and parole operations, services for victims and much more.

An intranet site was also developed for employees. This enables them to easily access databases and information from various divisions and bureaus.

Both the Internet and Intranet sites offer links to law enforcement, justice and correctional agencies. DRC recently installed software that enables staff to complete and transmit many forms electronically. These online forms will significantly reduce the need for paper forms and manual filing.

Teleconferencing

Another area in which DRC has become a national leader is videoconferencing. In 1994, DRC partnered with The Ohio State University Medical Center (OSUMC) to use video technology to provide medical services to inmates and today ranks third in the world in the use of telemedicine.

Telemedicine enables OSUMC medical staff to conduct an examination, make a diagnosis and suggest treatment—all without leaving their offices. The advent of telemedicine, now in place statewide, allowed DRC to drastically reduce the number of medical trips taken by inmates. This, in turn, reduces escort staff overtime, and enhances safety.

The success of telemedicine spurred DRC to look at other ways to use the teleconferencing network. One of the most creative is a project which links employers in major Ohio cities with prisoners who have completed vocational training in various fields and are about to be released from prison. A video "job interview" offers an offender a head start into a successful and productive return to the community.

Another important application of videoconferencing is distance learning, which allows inmates and employees to receive education and training without leaving their institution or workplace. Many medical and education staff for instance, can conveniently and economically meet their professional continuing education requirements through distance learning.

Smart Card

DRC is also one of the first corrections agencies to use the "smart card" ID to track, monitor, and provide programming to inmates. The smart card is similar to those worn by many employees and students today. However, DRC's chips hold information such as the inmate's housing location, medical and dietary needs, programs, separation orders, gang affiliation, and much more.

Summary

In the last ten years Ohio has achieved significant advancements in security issues, participatory management, offender programming, and reentry. The rapid expansion, the use of technology and involvement with community partnerships are evident throughout the Department. These accomplishments enable DRC to serve as a model of correctional professionalism.

Following the leadership of Director Reginald A. Wilkinson and employees both past and present DRC is poised to enter

the future with hopeful expectations of the great accomplishments yet to be achieved.



DRC staff utilize the teleconferencing equipment for videoconferencing, and telemedicine in conjunction with the OSUMC.

VISION FOR THE FUTURE

Reginald A. Wilkinson, Director

As society grows, develops, and changes the Ohio Department of Rehabilitation and Correction (DRC) continually evolves by providing quality correctional service in myriad circumstances. Although we react to our environment, we must visualize our future and act as innovative pioneers ready to develop solutions for the formidable challenges we will face.

Currently we embrace a fast moving, highly technical, and information gathering world. Constant news coverage, television dramas, and true crime stories propel the justice system from the shadows to an arena in which every citizen may render an opinion. A civilian's viewpoint is pertinent to all public servants, as involved citizenry require accountability from elected government officials. This sense of immediacy concerning crime issues provides a forum for our profession to emerge by educating and involving those outside of our vocation. It is imperative we forge partnerships with our communities in order to share ideas, resources, expertise, and mutual support.

In times of fiscal uncertainty the future of corrections seems dismal, nonetheless, we will persevere as an agency by discovering viable alternatives. The Ohio Institute on Correctional Best Practices (OICBP) will provide a forum for the promotion and development of fiscally responsible measures. Though we are striving for cost effective reductions, we must remain diligent not to sacrifice quality correctional service. Enhancing efficiency may require pursuing consolidation of services, however, we will continue to fight for budgets that do not sacrifice the safety of the public, staff, or offenders.

Presently our prison populations are a mix of short-term offenders, "lifers," and those in between. Senate Bill 2 the "truth in sentencing law" is changing the landscape of the prisons with a broad range of sentencing alternatives. The law provides for community

sanctions, shorter stated terms, mandatory sentences, and lengthy terms for violent offenders. Our Department responds with a diversity of programs to

prepare each offender to return to society better than he or she left.

The concept of "reentry" is gaining momentum, providing us the opportunity to address programming issues, reinvent our roles, and expand our goals. Reentry supports the theory that discharge planning, long or short term, must

begin at reception. Inmates entering DRC will plan their correctional programming and aftercare immediately upon admission. With staff guidance they will assess their needs, set realistic goals, and construct plans for personal responsibility as they proceed through the system toward release.

Our Department must envision enabling offenders to reenter our communities with a realistic prospect of integrating as productive members. Offenders must foresee a brighter future utilizing their incarceration to prepare themselves with education and proper coping skills to survive their life outside the prison fence.

We can shape a future beyond corrections. When we return successful members to society, we have influenced and improved our communities. It is incumbent upon each of us to continue widening our horizons and serving the public in a honorable and dedicated manner. The essence of a great team is the ability to be visionary enough to set loftier goals. We are a great team, and I am excited about the endless possibilities and challenges on the horizon.

All of the aforementioned cannot happen without the dedication, "know-how," and perseverance of all the DRC family and our stakeholders.



Director Wilkinson discusses the future of corrections.

ACKNOWLEDGEMENTS

Committee Chairs

Jerry McGlone, OCSS Superintendent
 Andrea Dean, DRC Communications, Chief
 Tessa Unwin, DRC Publications/Special Proj. Manager

Document Lay Out/Project Coordinator

Jennifer Thomas, OCSS Education Specialist

Writers

Clifford Crooks, DPCS Training/Inform. Serv. Admin.
 Eric Dahlberg, DRC Deputy Director
 Burt Harter, OCSS Grants Administrator
 Jerry McGlone, OCSS Superintendent
 Brian Niceswanger, DRC Acting Publications Manager
 Pamela Rudolph, DRC Publication/Comm. Specialist
 Reginald A. Wilkinson, DRC Director

Copy Editors

JoEllen Culp, DRC Public Affairs Liaison
 Linda Diroll, DRC Web Administrator
 Rod Francis, OCSS Fiscal Administrator
 Denise Justice, OCSS Assistant Superintendent
 Jerry McGlone, OCSS Superintendent
 Jennifer Thomas, OCSS Education Specialist
 Jana Wyeth, SCI Executive Secretary

Historical Advisors

Delores Brown, Retired
 Eric Dahlberg, DRC Deputy Director
 Pat Martin, DRC Administrative Assistant
 Thomas J. Stickrath, DRC Assistant Director
 T. D. Taylor, Retired
 Ohio Historical Society

Historical Charts

Richard Ebin, OCSS Service Learning Administrator
 Paul Parrish, DRC Forms Analyst

Technical Assistance

Linda Diroll, DRC Web Administrator
 Gary Holderby, DRC Program Specialist Supervisor
 Mark Kefalos, BeCI Computer Lab Instructor
 Ed Mash, Regional Network Administrator
 Jym Nester, Network Administrator OCSS/TIE
 Paul Parrish, DRC Forms Analyst
 Denisea Steinwender, DRC Management Analyst

Project Assistance

Kathy Brown, OCSS Special Projects Secretary
 Southeastern Correctional Institution (SCI) staff



Bull Pen at Ohio State Penitentiary, Columbus, Ohio.

LUCASVILLE: TEN YEARS AFTER

On April 11, 2003, a special memorial and dedication ceremony to commemorate the ten-year anniversary of the disturbance at the Southern Ohio Correctional Facility (SOCF) was held at the DRC Employee Recognition and Memorial Park on the grounds of the Orient Correctional Complex. The purpose of the ceremony was three-fold - to remember and pay tribute to those who were directly involved in the riot and its aftermath; to recognize how far the Department has progressed since those tragic 11 days in April, 1993; and to unveil a rendering of a memorial to be dedicated to Department of Rehabilitation and Correction staff.

Among the honored guests attending the ceremony were Peggy Vallandingham, widow of Officer Robert Vallandingham who was killed by rioting inmates on the fifth day of the disturbance, and former hostages Mike Hensley, John Kemper, Kenneth Daniels and Lt. Darrold Clark. Also in attendance were officials who played key roles during the event and in the months following, assisting in the investigation and prosecution of the inmates responsible, including Tom Rice (former Superintendent of the Ohio Highway Patrol), Joseph Deters (former Hamilton County Prosecutor) and Mark Piepmeier (Assistant Hamilton County Prosecutor).

Although the morning of the ceremony was cool and overcast, by the time the 2:00 PM ceremony began, the clouds had passed and warmer weather and sunshine took their place. During his remarks, Director Wilkinson attributed the beautiful weather to the presence of Robert Vallandingham's spirit. The Director continued his remarks by recognizing Messrs. Rice, Deters and Piepmeier for their roles in assisting with the aftermath of the riot and by praising DRC employees for their dedication and commitment to improving the operations of the Department in the years following the disturbance; "The remarkable growth and progress that we have made in the past ten years serves as a true testament to the character, professionalism and dedication of the employees of this agency." Following his remarks, Director Wilkinson and artist Stephen Canneto unveiled the rendering of the memorial to be constructed at the Employee Recognition and Memorial Park. Mr. Canneto explained that the memorial, featuring 12-foot glass walls etched with stories from the riot and a central glass pyramid column soaring 26 feet, would have four purposes: to honor, to remember, to heal and to warn.

Lt. Darrold Clark, one of the officers held hostage during the riot, delivered an emotional address in which he honored the many corrections officers who selflessly risked their own safety to rescue others trapped in the cell block during the riot's opening moments and his fellow hostages, asking the crowd to "Please, never forget that day."

At 3:00 PM, Director Wilkinson asked that those assembled observe a moment of silence, marking the "exact time the Southern Ohio Correctional Facility disturbance began 10 years ago." As the moment of silence ended, the SOCF Honor Guard fired a 21-gun salute as a lone bagpiper began playing "Amazing Grace," slowly disappearing over a hill and fading quietly into the distance.



Artist rendering of memorial to be constructed at DRC Employee Recognition Park in Orient, Ohio

Ohio Department of Rehabilitation and Correction

Three Decades of Progress: A Retrospective of Growth



DRC Collaborative History 2002

No Ohio Taxpayer Monies were used to publish this document